AN ADDRESS BY

HAROLD F. GILBERT

DEPUTY MINISTER OF
TRANSPORTATION AND COMMUNICATIONS

TO THE

MTC SENIOR MANAGEMENT CONFERENCE

MEADOWVALE INN, MISSISSAUGA

WEDNESDAY, APRIL 08, 1981

URBAN DOCUMENTATION CENTRE
RESEARCH UNIT FOR URBAN STUDIES
McMASTER UNIVERSITY
HAMILTON, ONTARIO

STRATEGIC PLANNING GUIDELINES 1982-1987

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There are always significant events occurring which require special comment as we gather together for our Management Conference.

This year four major events dominate our thinking:

- the observance of the tenth anniversary of the Ministry of Transportation and Communications;
- a concern for the strength and cohesiveness of Canada, arising from the current constitutional debate;
- The challenge and opportunities of the new mandate of the Government of Ontario and the implementation of the BILD program; and
- the adoption of a statement of management philosophy by the government.

These events form a backdrop for the Strategic Planning Guidelines which we are introducing to you today.

Tenth Anniversary of M.T.C.

A few days ago, on March 30th, we observed the tenth anniversary of the announcement in the 1971 Speech from the Throne which created this Ministry. That Throne Speech amalgamated the Departments of Transport and Highways and dramatically expanded the responsibilities of those two departments. It called on our new Ministry to "integrate road, rail, air and water services throughout the Province" and to "develop a telecommunications policy for Ontario".

This mandate reflected the government's concerr for, and acceptance of, a much wider overall responsibility of the Province for comprehensive and integrated policies, systems and services for the movement of people, goods and information.

In short, we were to become a Ministry responsible for influencing all aspects of transportation and communications affecting Ontario, from an Ontario point of view.

From the vantage point of a tenth birthday, we can take a great deal of pride in how much of this we have accomplished during the last decade.

First of all, we successfully brought together the departments of Highways and Transport and effectively pursued their continuing responsibilities. And, lets take pride in what we accomplished because some other provinces have tried the same thing and not been as successful.

We became a fine team of people, working together to achieve common objectives.

Second, we accepted our new, broader responsibilities for transit, road, rail, air, water, pipeline and communications systems, services and policies. Our accomplishments have been many and the people of Ontario have benefited substantially from our efforts.

Third, we have created such major new instruments of Ontario policy as the Urban Transportation Development Corporation, the Toronto Area Transit Operating Authority and norOntair.

Fourth, we have become a very effective instrument of government policy-making on a wide range of matters. We are sought after participants in the councils of the Government of Ontario and respected voices in federal-provincial, inter-provincial, provincial-municipal, government-industry and international forums.

Fifth, we have successfully re-organized the Ministry, introduced new planning and management processes and techniques and accommodated the expanded responsibilities in an era of constraint and smaller government.

But of all the accomplishments during the ten years since 1971, the one area where I have the greatest satisfaction is with the people of MTC. I have said it before and I will say it many times again. But I want to say it forcefully on this occasion. We have the finest staff in any public service, anywhere, whose professionalism and dedication to serving the people of Ontario and Canada is a great source of pride to each individual staff member, to me and the Minister. I complement each and every one. I encourage you to maintain this high standard. And I urge you to strive for ever-greater perfection.

As much as it is instructive to reflect on what we have accomplished during our first ten years as the Ministry of Transportation and Communications, this is only the beginning. We can expect the next ten years to bring a great many new issues for us to deal with, new demands for our existing services and new influences on the way we conduct our activities. Not only must we be responsive to them, we must anticipate and be prepared for them. We must plan to accommodate the changes which we forecast in our annual strategic planning process. And we must set the course of the Ministry to the best advantage of the people of Ontario.

This means giving the best possible advice to our Minister and the Government. And it means economically and efficiently implementing the programs approved and funded by the Government.

Management Philosophy

To assist the public service in undertaking our responsibilities, Cabinet has been considering for some months -- and recently approved -- a Statement of Management Philosophy. This statement will provide a framework for the way all of us in the Ontario public service conduct our activities.

Along with the other Deputy Ministers, I have had an opportunity to review this statement. I am enthusiastic about its concept and contents.

While it will be formally announced by the Government in the next few weeks, I can make several comments about the Statement of Management Philosophy.

First, I think you will find it very compatible with the beliefs and principles we have always held in MTC.

Second, it is fully supportive of the objectives, policies and principles which are outlined in the Strategic Planning Guidelines we are presenting to you today.

Third, the Philosophy has been developed with the assistance of people from many Ministries, with John Barr and Brian Riddell being major contributors to its content, language and success.

I am particularly pleased by the emphasis placed on the "people" aspect of the public service and the stress given to serving the public. Understanding these, and their inter-relationship, is fundamental to the success of any organization but doubly necessary in enterprises as complex as government.

MTC Human Resource Principles

We in MTC have always recognized that if we are to be successful in serving the public we must have able and committed people. During the last year The Resources Planning Committee has spent considerable time reviewing the human resource principles we espouse in MTC and discussing these with the Personnel Branch. These are published for the first time in the Guidelines. I urge all managers to review and practise them.

However, we do not consider the principles to be a final or complete statement. But we believe these statements are a vital starting point to the pursuit of the Ministry's obligations. We would like your comments and suggestions to improve them.

We take as the basis for these principles, the belief that the effectiveness of MTC hinges on its people, the management process we adopt and our corporate approach to the people who make up the Ministry of Transportation and Communications.

We have expressed this in a Ministry objective statement:

"TO MAINTAIN AND RECOGNIZE THE SENSE OF COMMON DIRECTION, DEDICATION, INITIATIVE, MOTIVATION, PRIDE IN EXCELLENCE AND COMMUNITY OF SPIRIT AMONG THOSE WHO HAVE CHOSEN TO BECOME EMPLOYEES OF THE MINISTRY."

This objective expresses our awareness of the importance of maintaining a high-calibre staff and our responsibilities to the people who comprise the staff. We have elaborated the objective with ten statements of Human Resource Principles, which I want to read to you:

- "PEOPLE" ARE THE MOST IMPORTANT RESOURCE AVAILABLE TO MTC IN CARRYING OUT ITS MANDATE.

- HUMAN RESOURCE DEVELOPMENT IS A VIABLE ACTIVITY AND A WORTHWHILE VENTURE THAT IS BENEFICIAL TO BOTH THE INDIVIDUAL AND THE MINISTRY.

- PEOPLE ARE TO BE EMPLOYED IN A MANNER WHICH SERVES BOTH THEIR INTERESTS AND THOSE OF THE MINISTRY.

- AN ATMOSPHERE OF HONESTY, OPENNESS AND FAIRNESS IS TO BE MAINTAINED THROUGHOUT THE MINISTRY.

- POLICIES WILL BE PURSUED WHICH FOSTER EQUITY AMONG, OPPORTUNITIES FOR, AND THE PERSONAL GROWTH, SATISFACTION AND SAFETY, OF ITS EMPLOYEES.

- THE MINISTRY WILL ATTEMPT TO CREATE AN ORGANIZATIONAL CLIMATE AND PROVIDE CHALLENGING WORK TO FOSTER EMPLOYEE SATISFACTION.

- SENSITIVITY TO DIFFERENCES IN CULTURE AND LIFESTYLE BOTH IN MANAGEMENT OF STAFF AND DEVELOPMENT OF PROGRAMS WILL BE CONSIDERED.

- EMPLOYMENT OPPORTUNITIES WITHIN THE MINISTRY ARE TO BE TREATED AS A PROVINCIAL RESOURCE.

- HUMAN RESOURCE MANAGEMENT IS A LINE RESPONSIBILITY WITH ALL MANAGERS TO LEAD BY EXAMPLE AND BE ACCOUNTABLE FOR THE MOTIVATION OF THEIR STAFF.

- A SPIRIT OF TEAMWORK AND COOPERATION IS TO BE ENCOURAGED AND DEVELOPED.

When you have an opportunity to study these principles and the Strategic Planning Guidelines you will find that there are a number of implementation strategies described as part of the Strategic Objectives for Human Resources. But the basic implementation is the responsibility of each of us, as individuals and managers. This is not and cannot be something which will be organized and "laid on" by Head Office or some unit in head office. The attitude of openness, honesty and fairness which provides the backbone of these principles can only be achieved if each of us practises it daily, in everything we do and in every contact we have with the public and our staff.

Later today we will hear more about the role of human resource planning in strategic planning when Dr. Nininger of the Conference Board of Canada describes the work his group has been doing.

Throughout both the Government of Ontario and the private sector, there is increasing emphasis on human resource management and its vital importance to the fulfillment of the mandate of ministries. While we in MTC have always been in the forefront of personnel practice and have a well-developed personnel organization, I want to ensure that we are being as effective as we can be and that we will be in the best possible position to meet our responsibilities in the years ahead.

In order to evaluate our position and readiness in this area I have asked the Management Improvement Branch to undertake a study of human resource services within the Ministry. It will be conducted with the assistance of the Personnel Branch and is expected to be completed by autumn of this year.

The study will include a review of the mandate of the Personnel Branch, its roles and organizational structure. The relationship of the Branch with other areas of the Ministry dealing with human resource services will be examined. Also included will be an examination of the overall personnel function, with specific emphasis on such areas as manpower planning and forecasting, succession planning, training and developmental programs, industrial relations and employee health and safety.

Without prejudging the study, what I want to see occur is the further development of the Ministry's human resource planning and management capability generally and to ensure that the Personnel Branch is fully able to deal with all aspects of the Ministry's Human resource needs.

In concept, I see this study being much like that carried out last year into the role of Financial Comptroller and the Financial Branch. As you are aware, that study resulted in the amalgamation of the Financial Branch and the Financial Management Services Office into the Financial Planning and Administration Branch. The Ministry's financial responsibilities were consolidated under the Ministry's Chief Financial Officer and Financial Comptroller. This clarified the financial responsibility and accountability and provides a uniform approach both to Ministry managers and to the government's central agencies.

We must have strong and clearly-defined financial management. The changes we made achieve this. I anticipate that the study in the human resources area will equally improve our capability to serve the public by maintaining the highest quality of dedicated staff possible.

BILD Program

I have taken some time to discuss the human resource aspects of the Strategic Planning Guidelines because I consider this to be an exceedingly important element for the Ministry. But it is not the whole of the Guidelines or our strategic discussions during the last year.

There have been a great many significant occurrences since we met last fall which have either clarified our role or provided additional challenges for the Ministry.

One of the most important was the announcement by the government in January of its program for "Building Ontario in the 1980's", commonly called the BILD Program. As I said at the time, its emphasis on the roles to be played by transportation and communications in achieving economic expansion in Ontario are the most important statements by the government about transportation and communications made since the creation of the Ministry ten years ago. Since that announcement we have been moving quickly to implement those aspects of BILD program which were assigned to MTC. And with great success.

I anticipate that you will be hearing more about the BILD initiatives in the comments of the Assistant Deputy Ministers. They are also reflected in the Guidelines.

What pleased me so much about BILD, in addition to the endorsement of our role by the government, was our capability to both advise the government on what could be done and our organizational capability to move immediately to begin fulfilling the instructions when they were issued.

This means we have successfully moved from the phase where we were building a new Ministry, sorting out what we should be doing and how we could go about fulfilling our mandate into the action phase of doing things. What we are involved with are big and important initiatives, such as rail electrification, new ports, shipbuilding, airports, satellites, micro-electronics and major freeways. These are all within the mandate assigned to the Ministry in 1971. But in 1981 we are commissioned and funded to proceed and get things done.

Ministry Mandate/Objectives

As we undertook our strategic planning work this winter, the Strategic Policy Committee felt we should ensure that our formal statements of Mandate, Mission and Ministry Objectives, Policies and Principles are sharply focused.

These revised statements are contained in the Guidelines and must be read and understood by all managers and communicated to staff. They are fundamental statements of our purpose as a Ministry, I want to take the time to present them to you today.

The Statement of Mandate describes the responsibility assigned to the Ministry by the Government and defines the area of government policy and activity the Ministry is to pursue. Our mandate is:

> "TO BE THE PROVINCIAL PRESENCE IN TRANSPORTATION AND COMMUNICATIONS, PROVIDE THE FOCAL POINT FOR THE IDENTIFICATION OF THE TRANSPORTATION AND COMMUNICATIONS NEEDS OF THE PEOPLE OF ONTARIO, AND SATISFY THEM THROUGH THE USE OF ROAD, RAIL, TRANSIT, AIR, WATER, PIPELINE AND COMMUNICATIONS SYSTEMS AND SERVICES IN ACCORDANCE WITH THE PREVAILING OBJECTIVES OF THE GOVERNMENT OF ONTARIO."

We have further interpreted this Mandate into a Statement of our Mission, which describes how we go about fulfilling our Mandate. Our Mission is:

> "TO ACHIEVE MOBILITY OF PEOPLE, GOODS AND INFORMATION IN ONTARIO BY ASSURING ACCESS TO TRANSPORTATION AND COMMUNICATIONS SYSTEMS AND SERVICES WHICH ARE SAFE, DEPENDABLE, EFFECTIVE, EFFICIENT AND ENVIRONMENTALLY ACCEPTABLE."

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We have elaborated these Statements of Mandate and Mission with five objectives. These apply to all programs and operations. They are very broad and challenge us to achieve them. Their fulfillment is the measure of our success as a Ministry in producing the results expected of us by the Government. The five are:

1. TO ENSURE, AS FAR AS PRACTICABLE, THAT A REASONABLE CHOICE OF TRANSPORTATION AND COMMUNICATIONS SERVICES IS AVAILABLE TO ALL OF THE PEOPLE OF THE PROVINCE.

2. TO IMPLEMENT POLICIES AND PROGRAMS OF THE GOVERNMENT AND RECONCILE THEM WITH THE TRANSPORTATION AND COMMUNICATIONS EXPECTATIONS AND ASPIRATIONS OF VARIOUS SEGMENTS OF ONTARIO SOCIETY.

3. TO CONTRIBUTE TO GOVERNMENT DECISION MAKING BY ENSURING THAT ALL OPPORTUNITIES, THREATS, STRENGTHS AND WEAKNESSES IN THE AREAS OF TRANSPORTATION AND COMMUNICATIONS ARE IDENTIFIED, RECOGNIZED AND CONSIDERED BY THE GOVERNMENT.

4. TO MAINTAIN A STRONG, LEAN RESULTS-ORIENTED MINISTRY ORGANIZATION WHICH IS BOTH EFFECTIVE AND EFFICIENT.

I mentioned the fifth objective earlier, dealing with human resources:

5. TO MAINTAIN AND RECOGNIZE THE SENSE OF COMMON DIRECTION, DEDICATION, INITIATIVE, MOTIVATION, PRIDE IN EXCELLENCE AND COMMUNITY OF SPIRIT AMONG THOSE WHO HAVE CHOSEN TO BECOME EMPLOYEES OF THE MINISTRY.

These objectives speak to the trust placed in us by the government and the people of Ontario to fulfill our responsibilities.

The Guidelines document also contains statements of the Mission of each of the programs -- statements which are being reviewed by the programs to see if they can be improved.

As well, there are statements of Ministry policy which represent a core of ideas, values and attitudes which are expected to be adhered to by all Ministry staff. They speak to the way we go about our activities each day. I urge you to read these policy statements, discuss them and make suggestions for their improvement. But most of all, practice them and communicate them to staff.

A full understanding of these Statements of Mandate, Mission, Objectives, Policies and Principles will assist all of us who serve the people of Ontario as employees of the Ministry of Transportation and Communications to pull together as a team. We believe they will help all of us by understanding what it is we are expected to do and how we see we should be going about our jobs.

Strategic Planning Objectives and Strategies

The Strategic Planning cycle we are just completing has been our best yet, with outstanding contributions by Ministry staff. The Issues and Outlook papers presented last fall, and the Position and Prospects reviews by the Program and Resources Planning Committees, demonstrated our strategic capability.

I want to complement all of those who worked on these papers, both here in Head Office and in the Regions. The quality and depth was excellent. They proved most useful to us in preparing the Guidelines. But I also have the feeling they were very useful to the organizational units which prepared them by providing a fresh look at situations and issues.

I am also aware that the Planning Committees have been working exceedingly hard at the preparation of Program Long Range plans, based on their Position and Prospects assessments and discussions with SPC. I look forward to reviewing them next Tuesday.

As we in SPC looked at the overall Ministry, and the events taking place around us, we came to the general conclusion that in previous years we had identified fairly accurately the primary issues affecting the Ministry. We had already launched a number of strategic initiatives to deal with them. At the same time it was apparent that there had been changes since our last planning assessment. These changes somewhat altered a number of the issues as they affect MTC and, therefore, require the refinement of our responses. As a result, we identified the following as the Key Strategic Issues which will control and shape the Ministry's activities and require our action during the next five years:

1. GOVERNMENT LEADERSHIP IN THE EXPANSION OF THE ONTARIO ECONOMY AND IN THE REALIZATION OF ONTARIO'S FULL INDUSTRIAL AND TECHNOLOGICAL POTENTIAL.

2. SELF-SUFFICIENCY IN ENERGY.

3. IMPACTS AND POTENTIAL OF THE INFORMATION SOCIETY ON THE SOCIAL AND ECONOMIC FABRIC OF THE PROVINCE.

4. TRANSPORTATION AND COMMUNICATIONS SERVICE IN MAJOR URBAN CENTRES.

5. TRANSPORTATION AND COMMUNICATIONS SERVICE IN UNDERSERVED AREAS OF ONTARIO.

6. SAFETY IN ALL MODES OF TRANSPORTATION.

7. EFFECTIVE MANAGEMENT IN GOVERNMENT.

Having reviewed and re-defined these Ministry Strategic Issues, and those which each Program Planning Committee identified for its area of responsibility, we restated the Strategic Planning Objectives of the Ministry for the five year period beginning April 1st, 1982. A number of strategies to implement these objectives are also outlined and already are being used by the Planning Committees in the creation of their Long Range Plans.

While I do not plan to review the strategies with you, I do want to present the Strategic Planning Objectives. By now you will find them generally familiar but I want to emphasize that each has been fine-tuned from previous Guidelines documents.

Three are related to the obligation to serve the government's objectives:

- INVEST IN AND PROMOTE TRANSPORTATION AND COMMUNICATIONS INITIATIVES TO AID ECONOMIC GROWTH IN ONTARIO AND CANADA, TO PROMOTE ONTARIO TECHNOLOGY AND TO FURTHER GOVERNMENT SOCIAL AND ECONOMIC OBJECTIVES.

- PROMOTE TRANSPORTATION ENERGY CONSERVATION AND SUBSTITUTION TO ACHIEVE LONG-TERM ENERGY SELF-SUFFICIENCY.

- UTILIZE THE OPPORTUNITIES PRESENTED BY THE SHIFT TO AN INFORMATION INTENSIVE SOCIETY TO IMPROVE THE QUALITY OF LIFE IN ONTARIO AND TO DEVELOP A MICRO-ELECTRONIC INDUSTRY TO SERVE ALL SECTORS OF THE ONTARIO AND CANADIAN ECONOMY.

Three are directly related to Ministry responsibilities:

- MAINTAIN AND IMPROVE TRANSPORTATION AND COMMUNICATIONS SERVICE AND CHOICE IN GROWING MAJOR URBAN CENTRES.

- IMPROVE TRANSPORTATION AND COMMUNICATIONS SERVICE, ACCESS AND CHOICE IN NORTHERN AND UNDERSERVED RURAL ONTARIO.

- DEVELOP AND INTRODUCE A COMPREHENSIVE APPROACH TO THE IMPROVEMENT OF SAFE TRANSPORTATION SYSTEMS OPERATING IN ONTARIO.

The final planning objectives relates to our responsibility for the management of the Ministry:

- DIRECT THE USE OF THE MINISTRY'S RESOURCES WITH MAXIMUM EFFECTIVENESS AND EFFICIENCY.

New Initiatives

As you review these Planning Objectives and Strategies with the Planning Committees and your own staff, you will see that a number of initiatives are indicated.

For example, reflected in the strategies are the requirement for analysis and implementation of the recommendations of the Task Forces on Provincial Rail Policy, the Seaway and Great Lakes, Micro-electronic technology and the Biggs report on Farm Related Trucking.

Another initiative is the formation of The Public Commercial Vehicles Act Review Committee. Invitations have been sent by the Minister to all groups involved with the movement of goods on the highway to participate. Others will be appointed to ensure that the interests of the general economy and the different regions of the Province are represented. The purpose of the review committee is to develop a set of basic philosophical principles as a foundation for a regulatory framework for road-oriented goods movement which will serve the needs of Ontario through the 1980's and beyond.

A lot of work will have to be done; but to show the importance we place on this project we have set a time limit for it. We are looking for legislative proposals for consideration by the Government in the fall of 1982.

The Chairman of the PCV Review Committee will be Mark Larratt-Smith. Robin Summerley will undertake the administrative direction from his position as Coordinator of the Truck Transport Office. Murray Lister will be seconded from the Policy Secretariat as research co-ordinator to back up the Committee.

Along with the intiative in trucking policy we also intend to build upon the work that has already been done by the Public Vehicles Act Review Committee under the Chairmanship of Bob Humphries. That committee will be restructured to examine the fundamental policies affecting inter-city bus transportation.

Another major initiative during the months ahead is in the area of improved transportation safety. This will come in several forms. For example, there will be activities related to the transportation of dangerous goods, development of policy positions on modes which fall under federal jurisdiction but operate in Ontario such as air and rail, and in highway safety.

As you will recall, the Minister recently announced a comprehensive review of safety policies. Its purpose is to increase the public's safety awareness and the responsibility of individuals for highway safety. A target has been set to achieve a five per cent decrease in the rate of fatalities every year for the next five years.

This initiative flows directly from a seminar held early this year at the Mohawk Inn at which our Minister, the Attorney General and a number of international highway safety experts discussed what can be done to improve the safe use of our roads.

The safety review, which is also under the direction of Mark Larratt-Smith, as the Government's Highway Safety Coordinator, is intended to identify and coordinate a wide range of initiatives to improve safety. As part of this action, we are contemplating a major conference next winter to bring together experts and the public to consider this complex subject.

Another major conference is also being considered for late this year which will be somewhat similar in nature, bringing together leaders in the communications field to focus on the future of communications in Ontario.

On the subject of communications, we also anticipate that an Ontario Telecommunications Act will be introduced during the spring session of the Legislature. This new legislation will replace the existing Telephone Act which is now more than 25 years old. It will provide a basis for the Province to license services which were not even contemplated when The Telephone Act was drafted.

We also anticipate that discussions with the federal government on jurisdiction in communications will result in some transfer of power in the forseeable future.

You will recall that a year ago the Minister reached an agreement with the Minister of Transport to have the federal government concentrate its efforts on air safety, air navigational aids and other essential airways management for our smaller airports. As a result, another initiative for MTC this year will be the extension of the Municipal Airport program into Southern Ontario, with the Province assuming responsibility for some municipal airports and the federal government operating major airports which are of national importance.

Other initiatives arise directly from the BILD program, such as GO electrification, an ICTS project for the Toronto waterfront area, and regional STOL services, to name only a few.

In addition, I anticipate a number of major recommendations of the Task Forces on Rail and the Seaway will also result in new activity.

Management Issues

My final comments relate to two intitiatives of the government related to the management of ministries.

I have already mentioned the new Statement of Management Philosophy, which is the spearhead of a substantial effort to improve the overall managerial capability of the government. We will be seeing and hearing a good deal more about this in the months ahead, arising out of the Management Standards Project of Management Board. We are well equipped to implement the likely management improvements because of the work we have already done in the Ministry on our planning processes, management systems and organizationalstructure. Project ROM was a model for much of the work being done by Management Board and, through Brian Riddell, Rex Porter and others, we have made a major contribution to the improvement of the government's management processes and systems and the work of the Management Standards Project.

One basic thrust of that policy is the emphasis being placed on Management-by-Results. The government wants MBR improved and fully implemented during the next two years.

There is no question that the MBR process has been a disappointment to date. Neither the Government nor MTC has been satisfied or able to make it work. However, I believe it is a workable and essential management tool.

We are well-positioned to improve the use of MBR in managing the Ministry because of our strategic planning structure and results orientation. During the next few months I expect the Planning Committees to fully adopt and implement the MBR process and anticipate that each of you here today will become fully involved.

The second initiative is Freedom of Information, which could well be introduced in legislation form this year. This will make demands upon all of us for greater openness with the public and call for practices which differ from what we now do. We will hear more about this later this morning.

As I have indicated in the past, I am always concerned about the capability of the Ministry to communicate openly and easily with the public. During recent months there have been several instructions from the government to simplify communicating between civil servants and the public. A number of questions have been raised by staff about this. This is why I asked Fred Cederberg and Dick Snell of the Premier's Office to take part in this conference today.

There is one aspect of communicating which I want to touch upon. This is our responsibility as senior managers to provide feedback to our staff -- especially the field staff -- on matters which they raise. On occasion I have encountered the feeling that we in head office are not aware of, or concerned about, problems our field people encounter, especially those related to service levels. Usually I am aware of such issues,which suggests that upward communications is working. But there does not appear to be ample feedback to the field that the concern has been heard and is being dealt with.

Few Ministries have as good channels of communication as we do. We have formal requirements to do an annual position and prospects assessment of each region, both corporately and on a program basis. I thought last year's initial attempt was excellent. We also have regular operations committee meetings which just this week we have revised to improve its focus on the programs delivered by the field. We survey all units periodically for current issues. We have weekly policy committee meetings. Program planning committees meet regularly.

We also have an informal system of communications, whereby the senior officers, the Minister and myself meet with staff at all levels.

Despite all this, we have to continue to improve our internal communications, encourage people to come forward with new and improved ways to do things, and especially respond so that they know they are being heard and appreciated and that action is being taken within the total priority mix of the Ministry.

Conclusion

These are very stimulating times to be a member of the Ministry of Transportation and Communications and an employee of the Government of Ontario.

I know all of you, and your staffs, thrive on challenge and opportunity. I have outlined an extremely full agenda of work for this year and the next five. By the time we have heard from all of our participants today, I am sure we will all appreciate just how extensive that agenda really is and what herculean efforts will be required to carry it all out.

But, as I said at the outset, our greatest strength is the people of MTC. I know we can and will do all we set out to accomplish.

As we commemorate our tenth anniversary as a Ministry, I cannot but consider what some successor of mine will be saying on a similar occasion in 1991 about the accomplishments of the second ten years of MTC. Those accomplishments will be achievements of you and your staff and, I am confident, they will be well worth marvelling at.

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STRATEGIC PLANNING GUIDELINES

FOR THE PERIOD

1982-1987

FOREWORD

The Ministry of Transportation and Communications has important and fundamental responsibilities on behalf of the people of Ontario. We must continually strive to ensure that the work of the Ministry fulfills these responsibilities and responds to the major issues facing the Province and the Ministry.

This Strategic Planning document records our assessment of the current position and prospects of the Ministry and the planning objectives and strategies we have developed for the 1982-1987 period.

The challenges presented to the Program Planning Committees and Ministry managers in expanding and transforming these guidelines into plans and actions are many. My expectations are high. My confidence that the Ministry will rise to the challenges matches my expectations.

This year marks our tenth anniversary as the Ministry of Transportation and Communications. Our first decade has been one of evolution, development and substantial accomplishment. We brought together two departments, Highways and Transport, which had proud traditions of service and accomplishment. We accepted new responsibilities and challenges. We re-shaped the Ministry's management and program delivery structures to better respond to the public and the new responsibilities for transit, road, rail, air, water, pipeline and communication systems, services and policies. We have become an effective instrument of government in all of these areas, and many others, and contributed substantially to the well-being of the Province.

We can expect the next ten years to bring new issues, new demands on our existing services and new influences on the way we conduct our business. Not only must we be responsive to them, we must anticipate and prepare for them. We must plan for the changes forecast in our annual planning process and set Ministry direction to the best advantage of the people of Ontario.

It is our preparedness which enables us to make a major contribution to the government's programs, such as "Building Ontario in the 1980's", administered by the Board of Industrial Leadership and Development (BILD).

The BILD Program specifies major roles to be played by both transportation and communications in achieving economic expansion in Ontario. Its transportation component states that:

> "Ontario will promote vigorously the development and adoption of transportation systems which conserve energy, reduce oil consumption, and build on the demonstrated effectiveness of Ontario transportation technology."

On communications BILD stated:

> "New technology is revolutionizing telecommunications, data communications, product design and production control. It is important that Ontario regain lost ground and move to the forefront of micro-electronics technology."

These statements are welcome challenges to MTC. They are the most important statements in the last decade by the Government about our role in transportation and communications.

These Strategic Planning Guidelines for the period 1982-1987 reflect the Ministry's plans to fulfill the BILD program.

The Guidelines record what the Strategic Policy Committee (SPC) sees, from the vantage point of 1981, to be the future objectives and strategies for the Ministry, both for the period 1982-1987 and for the longer term. These objectives and strategies are the result of careful consideration of our progress towards previously defined goals and the issues generated when looking at our prospects.

The Ministry's Strategic Planning Guidelines are developed in this document in four steps:

1) A review of our previously defined mandate and objectives: POSITION.

2) A prospective analysis of future issues: PROSPECTS.

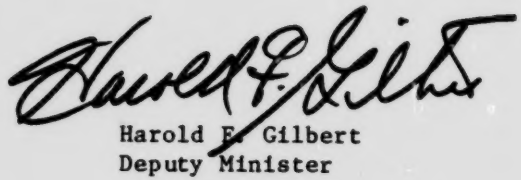
   Prospects are summarized in the form of "Key Strategic Issues" for the Ministry.

3) Reconsideration and refinement of our statements of the Ministry mandate, mission and objectives in light of our first decade of experience as a Ministry of Transportation and Communications: MANDATE AND MISSION.

4) The strategic planning objectives and strategies for the 1982-1987 period which flow from the position and prospects and Key Strategic Issues: STRATEGIC PLANNING OBJECTIVES AND STRATEGIES 1982-1987.

These Strategic Planning Guidelines outline the issues we face, the opportunities we perceive and the actions we will take to gain the maximum advantage from transportation and communications for the benefit of all Ontario. They are the product of the advice of the staff of the Ministry and the deliberations of the Strategic Policy Committee.

I commend them to all members of the MTC staff.



Harold E. Gilbert
Deputy Minister

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POSITION & PROSPECTS

THE FOUNDATION FOR STRATEGY DEVELOPMENT

MTC Mandate

"To be the provincial presence in transportation and communications, provide the focal point for the identification of the transportation and communications needs of the people of Ontario, and satisfy them through the use of road, rail, transit, air, water, pipeline and communications systems and services in accordance with the prevailing objectives of the Government of Ontario".

The Foundation for Strategy Development

I POSITION

The basic questions addressed in the Position and Prospects sections of this document are:

> "Where are we now?" and "Where should we go from here?"

The Position section provides an assessment of the current status and progress of the Ministry with respect to its mandate and objectives. The Prospects section addresses the issues which appear to be emerging from the vantage point of this position. This describes where we are now and the opportunities which we should pursue.

"How we are going to get there" is described in the Guidelines for Planning in the second half of this document.

A description of the current Ministry mandate and the direction of its continuing evolution is the starting point for determining MTC's position. This is followed by a report on each of the Strategic Planning Objectives established last year for the 1981-1986 period.

Mandate

On March 30, 1981, the Ministry of Transportation and Communications observed the Tenth Anniversary of the Speech from the Throne which announced its creation.

The amalgamation of the Departments of Highways and Transport in 1971 dramatically expanded the Province's traditional responsibilities to build and maintain a provincial and municipal road network and to license drivers, vehicles and commercial truck and bus services. The broadened mandate reflected the government's concern for, and acceptance of, a wider responsibility by the Province for comprehensive and integrated policies, systems and services for the movement of people, goods and information.

The 1971 Throne Speech set as a direction for the new Ministry, the responsibilities to

> ". . . integrate road, rail, air and water services throughout the Province" and
>
> ". . . develop a telecommunications policy for Ontario".

Ministry initiatives to respond to this wider mandate are extensive, involving the introduction of new programs and changes in planning and organization.

So that it could fulfill its mandate, the first steps taken were to accommodate the requirements of the two original departments. Then, in 1973, the Committee on Government Productivity (COGP) recommended decentralization of government services. In response, the Ministry undertook an intensive review of itself, its

new responsibilities and the COGP recommendation. As a result the delivery of MTC programs was assigned to five regional offices. The development of policy and program planning was coordinated by a new head office executive structure of Policy and Program Planning Committees.

Programs in urban transit, air services, airport development, communications and safety were developed. Expanded efforts were introduced to actively influence national transportation and communications policies and issues, and to undertake a leadership role in reaching national and international consensus on such matters as truck licensing reciprocity and transportation of dangerous goods.

Several new agencies and program delivery mechanisms were developed including norOntair, the Urban Transportation Development Corporation (UTDC) and the Toronto Area Transit Operating Authority (TATOA).

During this first decade, the Ministry has asked for creation of a number of Task Forces and Select Committees of the Legislature to examine major sectors of public policy. The recommendations of the Select Committees on Highway Safety and the Highway Transportation of Goods have been reviewed and are being implemented. The recommendations of the Task Force on Farm Related Trucking are being reviewed and The Public Vehicle Act Review Committee has reported its findings and recommendations.

The most recent Task Forces, on Rail Transportation and the Great Lakes/St. Lawrence Seaway, are just completing their reports. These have already broadened both Ministry and public perspectives of the interdependence of the transportation modes and their collective importance to the provincial economy.

The Task Force on Micro-Electronics, under the joint sponsorship of the Ministry of Industry and Tourism and the Ministry of Transportation and Communications, will also report this year. It is expected to set out the opportunities in the micro-electronics industry, in manufacturing and systems applications, and propose initiatives to be pursued by the Government of Ontario.

The policy development task forces of the past year in rail, marine, and micro-electronics signify the use of a wider range of means of exploring issues and developing policies and a continued broadening of effort to pursue the Mandate assigned to the Ministry of Transportation and Communications in 1971.

Planning Objectives 1981 — 1986

The scope of the Ministry's Mandate is exceedingly wide. As a result, the Ministry is operating on a great many fronts at all times. To concentrate in only one area and ignore other broad areas of responsibility would be an abdication of some part of the Ministry's responsibilities.

The Ministry's current position has been assessed relative to the eight strategic planning objectives defined in last year's Guidelines (summarized on Page 6). These objectives were divided into three categories related broadly to government initiatives, the responsibilities of the Ministry and the overall management of the Ministry.

1. ASSERT CONFIDENCE IN CANADA, ONTARIO AND OURSELVES BY TAKING A STRONG, POSITIVE ONTARIO POSTURE IN DEALINGS WITH OTHER GOVERNMENTS, INDUSTRY AND THE COMMUNITY.

The last year has seen both the government and the Ministry strengthen activities in dealing with other governments and with industry.

The Province's commitment to economic expansion, as expressed by "Building Ontario in the 1980's" (BILD), signified government recognition of the need for more positive and active development initiatives. It introduced investment strategies in six economic areas: electricity, transportation, resources, technology, people and the community.

This vigorous program opens up new opportunities for Canadian industry in construction, manufacturing, research and development and gives specific direction to ministries of the Government of Ontario, including the Ministry of Transportation and Communications.

The electricity component includes immediate design for the electrification of the GO Rail Transit system and enriched subsidies to municipalities which replace gasoline and diesel transit vehicles with electrically powered units.

Government transportation investments are directed to all modes and will promote the Intermediate Capacity Transit System vehicles developed by the Urban Transportation Development Corporation (UTDC), an Alternative Transportation Fuels Program, accelerated construction of Highways 403, 407 and 410, improvements to the Toronto-Windsor rail corridor, regional STOL air service, shipyard construction, dock and harbour development.

The Ministry's responsibilities under the BILD program reflect an expanded commitment to the mandate established in 1971 and the extensive work done in the Strategic Planning Process to anticipate emerging issues and preparedness to undertake major initiatives. It reflects an energetic, confident and proactive posture by both the government and the Ministry.

Another area of growing strength and confidence is related to the constitutional discussions of last summer. Ministry representatives shared in the presentation of Ontario's position. They were at the forefront during constitutional discussions on communications. A strong case was made for Provincial jurisdiction over intra-provincial telephone and cable television services.

The Ontario position received support from both federal and provincial governments and favourable recognition from industry and the media.

URBAN DOCUMENTATION CENTRE
RESEARCH UNIT FOR URBAN STUDIES
McMASTER UNIVERSITY
HAMILTON, ONTARIO

1981-1986 MINISTRY STRATEGIC PLANNING OBJECTIVES FROM PREVIOUS GUIDELINES

Related to Objectives of Government

ASSERT CONFIDENCE IN CANADA, ONTARIO AND OURSELVES BY TAKING A STRONG, POSITIVE ONTARIO POSTURE IN DEALINGS WITH OTHER GOVERNMENTS, INDUSTRY AND THE COMMUNITY

STIMULATE THE ECONOMY BY ACTIVELY PURSUING THOSE OPPORTUNITIES OR INVESTMENTS WHICH WILL ATTRACT AND KEEP INDUSTRY AND EMPLOYMENT IN ONTARIO AND PROMOTE CANADIAN AND ONTARIO TECHNOLOGY AND SKILLS

PURSUE TRANSPORTATION ENERGY CONSERVATION TO ASSIST IN ESTABLISHING LONG-TERM ENERGY SELF-SUFFICIENCY WHILE COPING WITH SHORT-TERM ENERGY SHORTAGES

Related to Ongoing Activities

PURSUE OPPORTUNITIES PRESENTED BY THE TRANSITION OF ONTARIO FROM AN ENERGY-INTENSIVE TO AN INFORMATION-INTENSIVE SOCIETY AND BY RAPID DEVELOPMENTS IN MICRO-ELECTRONIC TECHNOLOGY

MAINTAIN AND IMPROVE THE RANGE, QUALITY AND EFFECTIVENESS OF TRANSPORTATION AND COMMUNICATIONS SERVICES TO THE PUBLIC THROUGHOUT THE PROVINCE WITH SPECIAL EMPHASIS ON THE CHANGING NEEDS BROUGHT ABOUT BY CONTINUING URBANIZATION OF THE SIX MAJOR POPULATION CENTRES IN ONTARIO

REINFORCE COMMITMENT TO IMPROVED TRANSPORTATION SAFETY

DEMONSTRATE THE EFFECTIVENESS OF THE MINISTRY'S PROGRAMS IN ACHIEVING GOVERNMENT OBJECTIVES

Related to Management of the Ministry

DIRECT THE MANAGEMENT OF THE MINISTRY AND ITS FINANCIAL, HUMAN, ORGANIZATIONAL AND TECHNOLOGICAL RESOURCES TO ACHIEVE AND MAINTAIN A STRONG, LEAN, RESULTS-ORIENTED ORGANIZATION

The Ministry played a leading role in the federal/provincial task force inquiring into the extension of broadcast services to remote and under-served parts of Canada. In addition the argument was made for the establishment of Pay T.V. as a viable medium for the development of a Canadian communications industry.

These efforts, coupled with successful interventions at rate-hearings before the Canadian Radio-Television and Telecommunications Commission, reflect the leading role of the Ministry in the communications field.

Similarly, Ministry interventions before the Canadian Transport Commission earned public recognition of MTC leadership in matters affecting rail and air policies and services.

In the past year the Ministry sponsored the Ontario Task Force on Provincial Rail Policy. As an indication of public and industry interest in the subject many more papers than expected were presented and sessions had to be extended to accommodate all who wished to put their views on record. Greater provincial participation in the support of rail service in Ontario will flow from the work of the Task Force.

The Provincial Great Lakes/Seaway Task Force also is expected to shape provincial and national transportation policy. Sponsored by this Ministry, it likewise represents a strong response to this strategic planning objective of asserting Ontario's position on all transportation matters. The work of the Seaway Task Force has been the subject of intense public interest.

A great deal has been accomplished during the last year in communications, air and marine modes in establishing and articulating Ontario's interests and developing comprehensive policy frameworks. This has been achieved, in part, by utilizing new approaches and forums to communicate Ontario's views and to develop consensus.

An earlier initiative of MTC in creating new partnerships and encouraging development of new Canadian technology was the creation of the Urban Transportation Development Corporation. The international recognition in the past year of the achievements of UTDC substantiates the foresight in establishing the Corporation. In this instance the Government of Ontario played a national leadership role in funding the necessary research and development work.

The Ministry has taken a leading role in the search for solutions to problems of inter-provincial concern. The signing of the Canada-wide agreement on mileage-prorated reciprocity for truck licensing, which took place at the Conference of Transportation Ministers last September, was a significant example of positive Ontario direction. Reciprocal agreements also are being pursued for inter-provincial acceptance of commercial vehicle inspection certificates.

The positive Ministry attitude in responding to Cabinet direction on Regulatory Reform and Customer Service reinforces the commitment to openness and service to business, industry and the community in general. In addition the Ministry contribution to the formation of government policy on Freedom of Information further demonstrates our commitment to act positively in support of government initiatives.

There are threats to the Ministry position relative to this planning objective which could potentially diminish past accomplishments. In particular, the federal retrenchment in the areas of transfer funding generally, and in urban transportation in particular, are real challenges to Ministry programs.

2. STIMULATE THE ECONOMY BY ACTIVELY PURSUING THOSE OPPORTUNITIES OR INVESTMENTS WHICH WILL ATTRACT AND KEEP INDUSTRY AND EMPLOYMENT IN ONTARIO AND PROMOTE CANADIAN AND ONTARIO TECHNOLOGY AND SKILLS.

At a time when the provincial economy is threatened by economic problems in the U.S., our biggest trading partner, government stimulation of the economy is particularly important.

MTC's ability to act as an essential element of economic development has been weakening for the past few years. The reduction in Ministry flexibility due to limited government budgets and ongoing commitments to existing programs has diluted implementation of the Ministry's economic strategies. The additional BILD program funding will help alleviate this problem by triggering significant modernization of the highway, urban transit and rail systems in Ontario and acting as a catalyst in attracting both federal and private investment to the transportation and communications sectors.

Nevertheless, during the last year, the contribution of the Ministry and its associated agencies to economic stimulation has been substantial. While the accomplishments of the Urban Transportation Development Corporation, an agency reporting to the Minister of Transportation and Communications, can be translated into measurable sales and employment statistics, other Ministry program operations also stimulate economic growth.

The economic significance of the highway system, for example, is substantial, though less visible and measurable. The dependable all-season availability of Ontario roads often is taken for granted by business and commerce. Some measure of the value and usefulness of the system is reflected in the quadrupling of revenues from the movement of commerce on these highways during the last decade.

Part of the credit for this growth in commerce is due to Ontario's efforts in inter-provincial and U.S. state reciprocal agreements for truck licensing and safety certificates. This has greatly simplified the conduct of business by the truck and bus industries.

Formation of The Public Commercial Vehicles (PCV) Act Review Committee will provide another appropriate forum to find ways to further stimulate the trucking industry and the movement of Ontario commerce.

The development of new rail and transit equipment and support of municipal transit services and the bus industry in general have promoted industrial expansion in the transportation manufacturing industry of Ontario and Canada. New Ontario-designed and manufactured streetcars are now operating in Toronto. The Ontario-built Orion buses are being used throughout North America. The MTC-financed articulated urban bus prototype is being tested and soon will be operating in a number of Ontario cities, with an anticipated large market in the U.S. Bi-level coaches now are extensively used by GO Transit.

Similarly the air program has generated increased economic activity. Improvements to municipal airports have enhanced development opportunities in communities outside the industrial heartland of Ontario.

Through reorganization of the Provincial/Municipal Transportation Programs, the Ministry has improved its ability to promote rail and marine transportation modes and to encourage inter-modal coordination. Inter-modal Steering Committees have been organized between the Ministry and the two national railway companies.

Privatization of highway maintenance operations has spurred local service industries. Local purchase of equipment is in effect and is giving a boost to the economies of many communities.

The Communications program has focused much of its attention on the development of an industrial strategy which would take advantage of the prospects for the telecommunications industry in Canada. Economic spin-offs for Ontario industry would aid service suppliers and equipment manufacturers who are potentially placed to gain a larger share of the world market.

3. PURSUE TRANSPORTATION ENERGY CONSERVATION TO ASSIST IN ESTABLISHING LONG-TERM ENERGY SELF-SUFFICIENCY WHILE COPING WITH SHORT-TERM ENERGY SHORTAGES.

The Ministry has made substantial progress in introducing a variety of energy-saving measures and has been actively encouraging institutional and industrial energy conservation and substitution.

MTC has pursued the Transportation Energy Management Project (TEMP), in association with the Ministry of Energy, by demonstrating the conservation benefits which can be achieved through van-pooling, flexi-hours, share-a-ride and truck-save programs. The Ministry is promoting the use of alternative fuels for fleet operations and operating vehicles using propane as a working demonstration.

The government's five year, $75 million Alternative Transportation Fuels Program will investigate opportunities to use ethanol, methanol, electricity, propane, natural gas and hydrogen as transportation fuels. To encourage use of such fuels the government has eliminated the seven percent retail sales tax on non-petroleum powered vehicles and removed the 21 cents per gallon tax on a number of alternative fuels.

More commuter parking lots have been opened. These are served by transit wherever possible. Introduction of single ticketing for commuter bus/train trips has been made on an experimental basis in certain municipalities served by the GO Transit system. This move is expected to attract more car users to public transit and reduce required parking at rail stations.

Ontario has available capacity in electrical energy, making it an attractive alternative source of energy for commuter rail transportation. The immediate planning for electrification of the GO Rail system announced by BILD is being vigorously pursued.

4. PURSUE OPPORTUNITIES PRESENTED BY THE TRANSITION OF ONTARIO FROM AN ENERGY-INTENSIVE TO AN INFORMATION-INTENSIVE SOCIETY AND BY RAPID DEVELOPMENTS IN MICRO-ELECTRONIC TECHNOLOGY.

We are in the midst of a massive social and economic revolution based on inexpensive technology for the handling and movement of information. This has been described as the most significant force for change in the coming decade.

The point now has been reached where we can identify not only the imminent availability of electronic funds transfer, electronic postal service, satellite-to-home broadcasting and all-electronic offices, but can anticipate a second generation of more sophisticated

and less expensive micro-electronic equipment. The Ministry is concerned that the social and economic shifts associated with these changes be minimized, while the opportunities to improve the quality of life and productivity are fully and equitably realized to the benefit of Canadians.

The communications industry now ranks among the top four in Ontario. However, despite the phenomenal growth of the electronic industry Canadian firms are supplying only a small portion of domestic demand.

There is concern that Canada may lose out to foreign competition unless vigorous, timely and effective strategies are put in place to encourage the micro-electronics and information industries to invest in this country.

The Provincial Task Force on Micro-electronics is addressing these issues from the points of view of industry, labour and society in general. It is expected the Task Force will identify opportunities for government action and Ministry leadership.

The major opportunity to foster a Canadian telecommunications industry has yet to be forcefully tackled. The current fragmented approach by governments and business needs the sort of coordination achieved by Japan and some European countries if the economic benefits of the new technology are to be grasped by Ontario.

The need for positive action has been recognized by the Ontario Government. The creation of a micro-electronics design and testing facility was announced as part of the BILD program. The Micro-electronics Development Centre will ensure a flow of advanced technology to industry and will explore product design and applications. It is anticipated that industry will take equally positive measures to strengthen the Canadian position in electronic technology.

The electronic revolution is already being harnessed in Ministry programs. The Ministry is encouraging the use of electronic devices to improve transit efficiency and is planning the installation of a sophisticated traffic management system for those sections of the Highway 401 corridor through Metropolitan Toronto now suffering peak-period capacity problems.

Within the Ministry, the use of teleconferencing for meetings and the experimental Office of the Future Project are examples of adoption of communications advances.

5. MAINTAIN AND IMPROVE THE RANGE, QUALITY AND EFFECTIVENESS OF TRANSPORTATION AND COMMUNICATIONS SERVICES TO THE PUBLIC THROUGHOUT THE PROVINCE WITH SPECIAL EMPHASIS ON THE CHANGING NEEDS BROUGHT ABOUT BY CONTINUING URBANIZATION OF THE SIX MAJOR POPULATION CENTRES IN ONTARIO.

The fact that the Ministry has maintained and improved services over the past year, in the face of increased demands and reduced capital spending by the government, is evidence of its capability and experience in program delivery.

Work has continued on the Highway 403, 407 and 410 freeways located in the Parkway belts west and north of Toronto. Additional funding by the BILD Program on these projects will assure they are pursued with dispatch. This will do much to assist growth in the Toronto-centred region and to ease congestion on parallel arteries. The focus of the BILD program on this freeway construction indicates government recognition of the economic stimulus provided by an efficient, modern highway network.

Elsewhere in the Province, the highway construction program has continued to eliminate deficient sections of road. The Ministry so far is keeping abreast of normal deterioration in the highway system.

Transit services now are available in virtually all urban areas of the Province. They are largely satisfying both the individual resident and the client municipalities. Services for the disabled have been established in a significant number of communities and are an example to other government jurisdictions.

Expansion of the remote Northern airport network has continued to the point that 21 airstrips will have been developed by 1982. Some 23 municipal airports have been developed or improved. Maintenance assistance is being provided to 15 others.

The community STOL network envisaged in the BILD report will expand the Municipal Airport Development Program to upgrade airport facilities in Southern Ontario for scheduled short takeoff and landing services.

The norOntair operations have been extended to serve a greater number of Northern communities. The success of the service in reaching a level of operating profitability is a measure of its importance to Northern Ontario and its operational efficiency.

Other investments in transportation have included the formal opening of the Malport inter-modal truck/train depot, introduction of new inter-city bus equipment and financial assistance for a Roll-on Roll-off ferry service for truck trailers across Lake Ontario.

The future viability of local ferry services has been improved by a revised Ministry subsidy policy which will operate to the greater advantage of municipalities.

In the Communications field, the prospects for further improvements in Northern services are strengthened by the advent of direct broadcast satellites. The Ministry is cooperating with the federal government in an experiment to bring TVOntario (TVO) to the residents of 46 centres in the Northern part of the Province via the Anik B communications satellite.

Introduction of Telidon on an experimental basis is an indication of general availability of this entirely new Canadian information technology.

The problems of an equitable geographic distribution of services in the face of shifting demographics were identified in the Strategic Planning Guidelines last year. The problems of the six major urban regions were addressed during the year in a number of policy papers exploring the relationship between improved land use and transportation planning. These were essential steps in addressing the difficulties of serving the transportation needs of the province's largest communities while continuing to provide a high level of service to other areas of the province.

Commuter automobile congestion is reaching a critical level in some urban centres. The opportunity to encourage passengers to make use of the transit alternative is limited by the physical characteristics of the communities themselves. Recent consideration of such traffic management systems as computerized vehicle control, as well as dedicated bus and high occupancy vehicle lanes, should lead to some relief of the problems on major freeways.

Municipal transit services generally are continuing to expand and increase ridership. However, their coordination with inter-regional bus services is poor and this issue is now being addressed.

To deal with the difficulties created for driver testing in a busy urban environment, a new off-street driver testing facility is being developed in north-western Toronto and another is under consideration for north-eastern Toronto. This will permit much safer, more effective and more efficient testing service.

The program delivery structure of the Ministry, whereby the Province is served by five regional organizations, ensures that transportation services in all parts of the Province are provided at the highest possible level commensurate with the needs of the region and available resources.

There have been some service short-falls and the Ministry's financial flexibility to address them has declined. Indications are that the Secondary highway system will deteriorate in the next five years unless additional funds are made available or funds are redirected from the capital construction budget. The Ministry of Northern Affairs and MTC will further develop joint priorities in the expenditure of maintenance and construction budgets.

Another area where service has deteriorated is highway roadside maintenance which, because of reduced budgets, has received less attention in recent years.

6. REINFORCE COMMITMENT TO IMPROVED TRANSPORTATION SAFETY.

Improvements in the Ministry's programs in vehicle inspection, driver education, driver control and classified licence systems have done much to improve highway safety. In general terms the provincial highway system maintains a high safety standard despite continued growth in the number of vehicles and distance travelled.

While deaths and injuries continue to decline on a percentage basis on Ontario roads, accident rate improvements since 1976 could have been more substantial had there been better public compliance with seat-belt and speed limit legislation.

There is poor public comprehension of the accident record in Ontario. The implications of 100,000 traffic injuries and 1500 deaths each year are poorly understood. Health care of accident victims costs Ontario taxpayers an estimated $60 million to $70 million a year, in addition to lost personal income, personal suffering and family stress.

The point seems to have been reached where further improvements in the accident rate will not occur unless a comprehensive program is developed to increase public safety awareness and individual responsibility for highway safety.

Such a comprehensive review was announced recently by the Minister of Transportation and Communications. The Ministry is now aiming for a five percent decrease in the rate of fatalities every year for the next five years.

The purpose of the comprehensive review is to identify and coordinate a whole range of initiatives to improve safety. No one initiative is likely to have significant impact on the safety record, but it is hoped that the target can be achieved by a large number of parallel efforts. Among the areas to be reviewed are: driver training and testing, driver control, enforcement of rules of the road, vehicle equipment and maintenance, occupant protection, special vehicle requirements (e.g. trucks, school buses, motorcycles), special groups (e.g. children, handicapped, impaired drivers), emergency services and roadway infrastructure.

7. DEMONSTRATE THE EFFECTIVENESS OF THE MINISTRY'S PROGRAMS IN ACHIEVING GOVERNMENT OBJECTIVES.

This planning objective was introduced for the first time a year ago. The need to improve our program assessment processes in order to clearly demonstrate that the funds made available to the Ministry are being effectively used to further government objectives was recognized. This need was seen both as a response to the Ministry's desire to improve the usefulness and effectiveness of its programs and recognition of the role played by the Ministry in fulfilling government objectives beyond the specific mandate of MTC. It also responds to the adoption of the Management-by-Results process by the government.

It is expected that each Ministry program will articulate its own objectives, evaluate its effectiveness and recommend measures to improve effectiveness, flexibility, economy and efficiency.

As a point of departure for this work, publication of the Results-Oriented Management Project (ROM) Report in the Spring of 1980 was a Ministry benchmark. The ROM Report outlined a management framework in which all decisions are made on the basis of all available facts and measured in terms of their results and effectiveness.

Each of the Program Planning Committees now has clear statements of program objectives. Work is proceeding on the development of evaluation techniques. The newly organized Evaluation Office and the Program Committees are pioneering the difficult subject of effectiveness measures for public programs. Progress is anticipated over the next planning cycle.

A major organizational step taken during the year was the consolidation of the budget allocation and expenditure control activities under the Office of the Financial Comptroller and the Financial Branch.

8. DIRECT THE MANAGEMENT OF THE MINISTRY AND ITS FINANCIAL, HUMAN, ORGANIZATIONAL AND TECHNICAL RESOURCES TO ACHIEVE AND MAINTAIN A STRONG, LEAN, RESULTS-ORIENTED ORGANIZATION.

There is substantial evidence that the Ministry is both strong and lean. It would be more difficult, however, to demonstrate that the organization has become more results-oriented, in light of its long tradition of excellent service to the public. Nevertheless, progress in the development of effectiveness measures will help to reinforce the results orientation of management in the Ministry.

The Ministry has delivered a full range of services and assumed many new responsibilities while trimming its size through ten years of continuous constraint. Its overall budget has been reduced in real terms and the number of people on permanent staff has been reduced by approximately 1900 (15%) from the level in 1971.

While these reductions frequently occurred arbitrarily across all programs and in all Regions, to the detriment of program delivery in some areas, the reductions did result in efficiencies which have resulted in a leaner Ministry.

The Ministry's ability to acquire financial resources is under greater pressure than ever before. This will test the ability of the Ministry to maintain present levels of service and guide the future of the organization itself. It will demand continuously greater emphasis on the abilities of Ministry staff to plan and manage are carefully to ensure necessary services are supplied, scarce resources are carefully allocated, and flexibility is maintained to deal with new opportunities and emergencies.

II PROSPECTS

The prospects for the Ministry are not landscapes frozen in time. Nor are they only an extrapolation of past and present. What the Ministry is likely to encounter and the opportunities which it should pursue are largely determined by dynamic events in the environment outside the Ministry.

The issues faced by the Ministry, perceived in previous years, essentially remain in effect. The economy, energy, demography, lifestyle and federal-provincial relations remain significant to our future. These issues are not expected to change each year. Rather the environment which colours them undergoes change. Time alters some of the component parts of the issue. This requires an annual review to refocus the efforts of the Ministry.

The following is a discussion of the issues facing the Ministry during the period when these Guidelines were being prepared by the Strategic Policy Committee.

Emerging Issues

1. PROVINCIAL ECONOMY

The strong performance of the Ontario economy in the past has been, in many respects, the Province's greatest achievement. Economic growth has and will enable the government to provide the funds for its social programs.

Two social and economic difficulties which have been persistent in the past few years are inflation and unemployment.

It is recognized that maintenance and improvement of social programs can only proceed in a strong economy. Consequently, over the last several years, the Government of Ontario has stressed the importance of mobilizing Ontario's technological strengths, maintaining its preeminent industrial position and encouraging economic growth.

These government thrusts have recently been brought together in the program for "Building Ontario in the 1980's". A significant portion of the BILD funding will be dedicated to transportation, transit-related and communications initiatives.

This presents a unique opportunity for the Ministry to grasp and fulfill an important part of its mandate to integrate road, rail, air, water and communications services throughout the Province. It is a welcome and challenging prospect which will take much of the decade of the 1980's to carry to completion.

The market prospects for Ontario-developed transit technology are gaining momentum. It is hoped that the efforts of the newly formed Ontario International Corporation will further assist the export performance of Ontario transportation and communications public goods and services. The Ministry is working with the OIC to help it achieve its objectives.

2. TRANSPORTATION ENERGY

Ontario remains optimistic about the eventual stabilization of Canada's oil future, but continues to encourage conservation and substitution of all energy supplies, especially those of transportation fuel. Plans have been made to deal with any short-term shortages.

In view of continuing dependence on the automotive mode, any and all conservation measures will help to slow the growing burden of energy costs in Ontario.

The Ontario Alternative Transportation Fuel Program, which will encourage the substitution of petroleum-based transportation fuel by ethanol, methanol, propane, natural gas, hydrogen and electricity, is expected to give positive returns during the planning period. The switch to propane fuels is already gaining momentum because of the cost advantages in fleet operations.

The BILD announcement of a greater role for electricity as a transportation energy source will serve as an example of the opportunities available in Ontario to replace oil-based fuels. The electrification of GO Transit rail service and encouragement of electrically powered municipal transit will provide the transportation industry with a viable fuel alternative.

Energy savings by substitution must be complemented with improved conservation habits. The trend to smaller, energy efficient vehicles is well underway. It is expected that full-size automobiles purchased in the early 1970's will have disappeared from Ontario roads by the mid-1980's.

The Ministry's Transportation Energy Management Project (TEMP) emphasizes both fuel substitution and energy conservation strategies. The conservation benefits of the van-pooling, share-a-ride and truck-save initiatives are receiving increasingly enthusiastic reception as fuel prices continue to rise.

Public awareness of individual responsibility for energy conservation must be increased and government will be expected to provide leadership.

3. COMMUNICATIONS DEVELOPMENTS

The remarkable pace of technical and economic development in the micro-electronics and knowledge industries continues. Increasing public attention is being directed to the social impacts associated with these developments. These social issues must be pursued vigorously to ensure that the interests of consumers are appropriately reflected in Ontario's communications policies and positions.

The substitution of communications for energy-consuming transportation will increasingly become a driving force for development and introduction of communications and information systems.

Three major projects are underway which are designed to capitalize on Canada's technical expertise and to seek ways of maximizing the positive impact that communications technology can achieve: (1) The internationally acclaimed TELIDON interactive system is being developed and demonstrated widely; (2) the Provincial Task Force on Micro-electronics, which addresses opportunities for government leadership; and (3) the BILD program to establish a Micro-electronics Development Centre.

Ontario's communications policy objectives will continue to be pursued through all available channels. While much of the legislated responsibility for Communications currently rests with the federal government, the Ministry will provide leadership and advice in attempting to shape federal policies. At the same time the Ministry will vigorously pursue Ontario's determination to gain control of those areas it feels should be in provincial jurisdiction.

Other issues to be addressed include such matters as competition, the structure of the communications industries and extension of services, particularly to the remote and underserved areas of Ontario.

4. PROGRAM DELIVERY

Assessments of the Position and Prospects in previous years have stressed concern for the Ministry's ability to absorb inflation while maintaining pre-determined program levels of service.

In real terms the Ministry's financial allocation has continued to decline. While shortfalls in service have been only marginal due to improved productivity and deferment of projects, there is recognition that the situation has become more critical.

Certain areas of program delivery are deficient and the Ministry's overall flexibility is threatened. For example, it is essential that adequate funds be assigned to the maintenance and continued rehabilitation of the existing highway system as a first priority. This means many needed major highway construction projects have been deferred well into the future or substantially scaled downwards.

Because of these deferments, and considerable administrative ingenuity and efficiency, the deficiencies which have become visible to the public have been limited to the adequacy of some sections of Secondary highways, to certain roadside maintenance activities and to summertime services of driver examination and public service counters. Unless new cost-saving measures can be implemented or additional funds found, the forecast is for service level reductions which are directly proportional to the amount of future inflation which must be absorbed by the Ministry.

While BILD will make funds available for specific freeway construction in the Metropolitan Toronto area and other special major initiatives, ongoing responsibilities and other new initiatives will have to be financed from within normal budget allocations. These include such strategies as responding to the needs of urban and underserved areas of Ontario, shaping the development of regional bus services, eliminating deficiencies on Secondary highways, improving inter-modal links, boosting tourist travel facilities, expanding services to the handicapped and introducing a new highway safety program.

In the Municipal area, the growing provincial subsidy share of road and transit expenditures will also tend to reduce the Ministry's overall flexibility. An increased demand for improved services in rural and remote areas will force greater competition for subsidy funds as will increases in operating costs.

In order to pursue new initiatives, and to continue existing programs, every expenditure must be demonstrated to produce results for the people of Ontario and made with the greatest degree of efficiency possible.

If Ministry flexibility is to be maintained at a useful level, it will be increasingly important that we work co-operatively with other Ministries to develop compatible objectives. This is especially important in relation to the Ministries of Northern Affairs, Environment and Energy.

The level of uncertainty in federal urban transportation policies is a major concern, especially related to railway grade crossings, an area in which the federal government has always recognized its responsibilities. There are signs, however, that the federal government will consider extending its commitment in the grade crossing area and possibly consider assisting research and development funding in the urban transit field.

5. EFFECTIVE GOVERNMENT

As a major arm of the government the Ministry has an obligation to husband its human, financial and technical resources with effectiveness, economy and efficiency. This obligation implies that the Ministry must do more than just maintain public assets and well-being; it must deploy its resources to maximize their improvement and growth. Not only must it do so, it must be able to demonstrate it is doing so and account for the productive use of public assets.

The public and the government are a partnership. The partnership is bound to produce improved well-being and quality of life in the Province providing there is effective communication between the two sectors and a genuine effort to reconcile public and private interests.

The development of program evaluation systems is of major importance. Results-oriented management is a prerequisite for a Ministry which expects the respect and cooperation of government and the public.

Assessment of Ministry effectiveness is recognized and accepted as an internal responsibility. The Ministry is expected to articulate its objectives and to evaluate its effectiveness in achieving them in clear terms.

Key Strategic Issues for MTC

In the preceding sections, the Position and Prospects for the Ministry have been examined. From these have been drawn the Key Strategic Issues which the Ministry must address during the five-year planning period beginning April 1, 1982.

These Key Strategic Issues are those which will control and shape the Ministry's activities and will require effort by all of the Ministry Programs if they are to be adequately addressed. In addition to these, there are, of course, other issues related directly to individual programs which have been identified and are being addressed by the Program Planning Committees.

The Key Strategic Issues are summarized in the six statements which follow, along with a brief indication of the evolution of the issue from the discussion contained in the Strategic Planning Guidelines for 1981-1986 published last year. The Table on Page 21 summarizes the comparisons.

1. In last year's Strategic Planning Guidelines two of the Key Strategic Issues addressed the responsibilities of government:

   The Government's policy of taking a stronger and more aggressive Ontario-centered posture in inter-governmental and industrial development negotiations.

   The stabilization and expansion of the economy of Ontario.

In light of the major external factors previously identified, the current Government of Ontario thrusts to stimulate the economy and the role MTC must play, the Strategic Policy Committee has combined these issues. Consequently a Key Strategic Issue to be addressed by the Ministry in the 1982-1987 strategic planning period is:

- **GOVERNMENT LEADERSHIP IN THE EXPANSION OF THE ONTARIO ECONOMY AND IN THE REALIZATION OF ONTARIO'S FULL INDUSTRIAL AND TECHNOLOGICAL POTENTIAL.**

2. Another Key Strategic Issue identified last year was:

   The goal of self-sufficiency in energy sources for Canada.

The matters of energy security and the economic impact of the cost of energy remains a Key Strategic Issue facing all Canadians, the Government of Ontario and this Ministry. As a result, the Strategic Policy Committee describes the Key Strategic Issue for the 1982-1987 planning period as:

- **SELF-SUFFICIENCY IN ENERGY.**

3. The fourth Key Strategic Issue was:

   The implications of developments in micro-electronic technology and the information society.

Although all of the implications of the information society will take years to unfold, many of the impacts and opportunities are beginning to emerge. The crucial development during the 1980's will take place in the expansion of information available to individuals, business corporations and governments as well as in technological and industrial development. The Strategic Policy Committee feels that the Ministry should become more active in dealing with the impacts and opportunities presented by these developments. Therefore, the Key Strategic Issue to be addressed in the 1982-1987 Guidelines is:

- **IMPACTS AND POTENTIAL OF THE INFORMATION SOCIETY ON THE SOCIAL AND ECONOMIC FABRIC OF THE PROVINCE**

4. A Key Strategic Issue identified in the 1981-1986 Strategic Planning Guidelines was:

   The Transportation and Communications implications of changing population, settlement and industrial distribution patterns.

In the discussion of strategic issues a year ago, the Policy Committee recognized that there were actually three issues to be addressed: the continued and accelerating concentration of people in the six major urban areas of Southern Ontario; the needs of people in other parts of Ontario, especially the North; and the provision of appropriate transportation and communications services amongst the various regions of the Province. However, this was not sufficiently

clear in last year's Guidelines. Therefore, two Key Strategic Issues for the 1982-1987 planning period are identified as:

- **TRANSPORTATION AND COMMUNICATIONS SERVICE IN MAJOR URBAN CENTRES.**

- **TRANSPORTATION AND COMMUNICATIONS SERVICE IN UNDERSERVED AREAS OF ONTARIO.**

5. A new Key Strategic Issue has been introduced into the 1982-1987 Strategic Planning Guidelines in response to the general thrust of the Government of Ontario to promote a safe working and living environment for people. All forms of transportation of people and of goods must be considered in the context of this government policy. Consequently a new Key Strategic Issue of concern to the Ministry for the 1982-1987 planning period is:

- **SAFETY IN ALL MODES OF TRANSPORTATION.**

6. In the 1981-1986 Strategic Planning Guidelines a Key Strategic Issue addressed:

The demand for leadership and proven effectiveness in government.

The issue remains unchanged although the statement could be more concise. As a result, the Key Strategic Issue for the 1982-1987 Strategic Planning period is:

- **EFFECTIVE MANAGEMENT IN GOVERNMENT.**

EVOLUTION OF KEY STRATEGIC ISSUES

Key Strategic Issues from 1981 – 1986 Guidelines	*Key Strategic Issues for 1982 – 1987*
• The Government's policy of taking a stronger and more aggressive Ontario-centred posture in inter-governmental and industrial development negotiations • The stabilization and expansion of the economy of Ontario	• Government leadership in the expansion of the Ontario economy and in the realization of Ontario's full industrial and technological potential
• The goal of self-sufficiency in energy sources for Canada	• Self-sufficiency in energy
• The implications of developments in micro-electronic technology and the information society	• Impacts and potential of the Information Society on the social and economic fabric of the Province
• The transportation and communications implications of changing population, settlement and industrial distribution patterns	• Transportation and communications service in major urban centres • Transportation and communications service in underserved areas of Ontario
	• Safety in all modes of transportation
• The demand for leadership and proven effectiveness in government	• Effective management in government

MANDATE AND MISSION

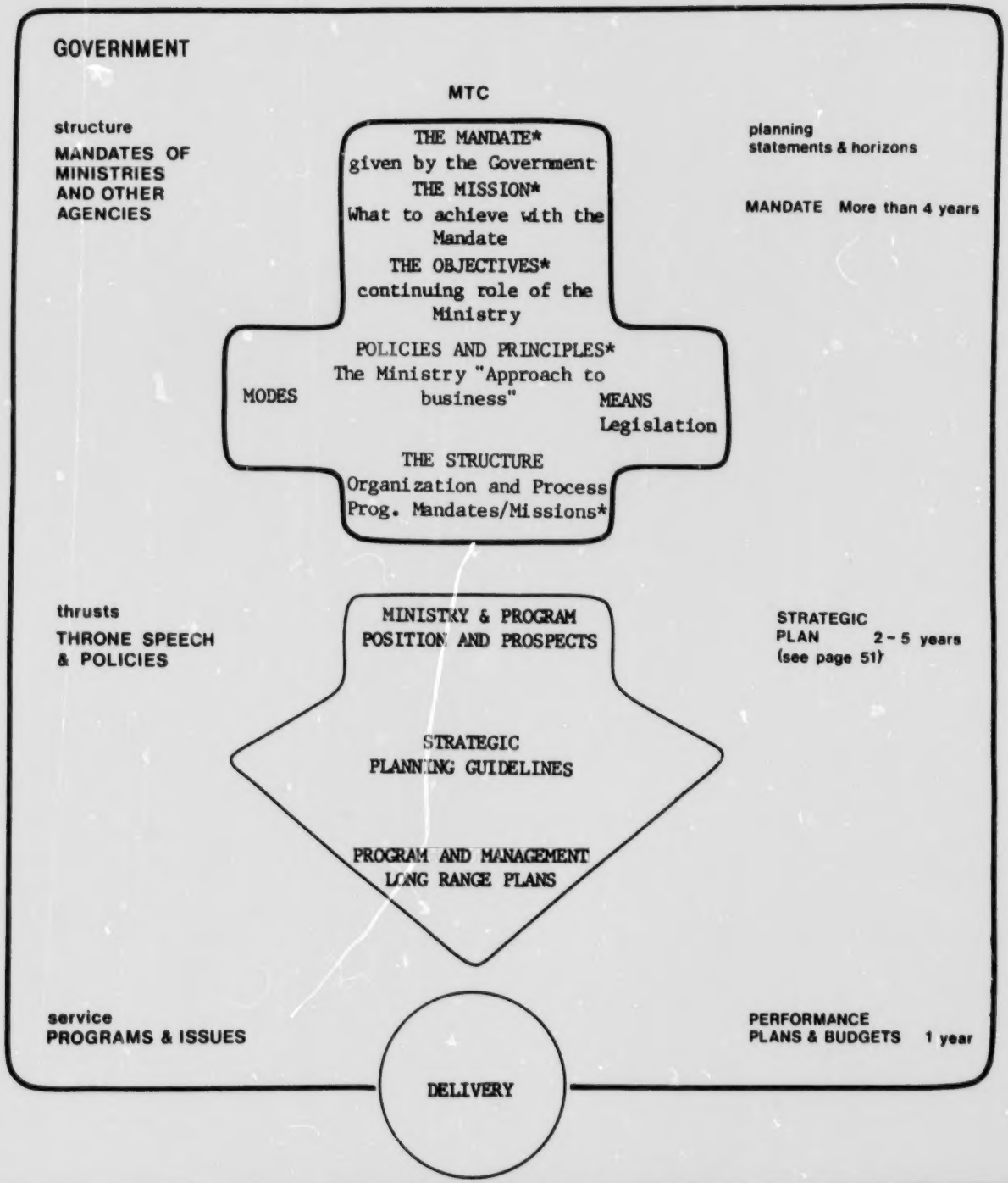
THE CHALLENGES FOR THE MINISTRY

Schematic of the CONTEXT AND STRUCTURE OF THE STATEMENT OF MINISTRY MANDATE

The Ministry Statement of Mandate is the foundation and starting point for planning within the Ministry. It is intended to provide a stable framework for planning and operations. It is recorded in detail in a document entitled "The Statement of Mandate".

Extracts from the Statement of Mandate are recorded in the Guidelines for purposes of easy reference. Along with the Ministry Position and Prospects the Mandate provides direction and context for the Planning Objectives and Strategies for the next five years. On occasion refinements or refocussing of the Mandate are documented in the Guidelines, as in the case of the Guidelines for 1982-1987.

The schematic beside outlines the Structure of the Statement of Mandate and its relationship to other planning documentation. The elements indicated by asterisks (*) are reproduced within the Guidelines document.


GOVERNMENT
MTC
structure
MANDATES OF MINISTRIES AND OTHER AGENCIES
planning statements & horizons
THE MANDATE* given by the Government
THE MISSION* What to achieve with the Mandate
THE OBJECTIVES* continuing role of the Ministry
POLICIES AND PRINCIPLES* The Ministry "Approach to business"
MODES
MEANS Legislation
THE STRUCTURE Organization and Process Prog. Mandates/Missions*
MANDATE More than 4 years
thrusts
THRONE SPEECH & POLICIES
MINISTRY & PROGRAM POSITION AND PROSPECTS
STRATEGIC PLANNING GUIDELINES
PROGRAM AND MANAGEMENT LONG RANGE PLANS
STRATEGIC PLAN 2 - 5 years
(see page 51)
service
PROGRAMS & ISSUES
DELIVERY
PERFORMANCE PLANS & BUDGETS 1 year

III THE MANDATE AND MISSION

There are challenges and opportunities for the people of Ontario arising from social and economic changes which lie ahead, especially in the energy and information areas. These changes have been emerging during recent years, as identified in earlier Strategic Planning Guidelines. At stake are the prosperity and quality of life in the Province.

The achievements of the Ministry have placed it in an excellent position to deal with the challenges inherent in the information revolution, the energy situation and in the economic thrust of the government. The Ministry is active in all modes of transportation and communications and has developed the organization and skills to pursue the full scope of its mandate. The Ministry has developed the forums, processes and strategic style of operation to address the broad scope of the challenge.

The strategic position and prospects of the Ministry of Transportation and Communications has resulted in a re-examination by the Strategic Policy Committee of the statement of the Ministry Mandate and a re-focusing of its statements of Objectives, Policies and Principles.

The comprehensive MTC "Statement of Mandate" contains much more information on the Ministry organization, program structure, ongoing strategies and the means and authorities by which the Ministry operates. These are not included in the Strategic Planning Guidelines for the sake of brevity.

The Mandate

The statement of mandate describes the responsibility given to the Ministry by the government. It defines that area of government policy and activity the Ministry is to pursue.

Based on the responsibilities assigned to the Ministry in the Speech from the Throne of March 30, 1971, and the current re-examination, the Statement of the Ministry's Mandate is:

"TO BE THE PROVINCIAL PRESENCE IN TRANSPORTATION AND COMMUNICATIONS, PROVIDE THE FOCAL POINT FOR THE IDENTIFICATION OF THE TRANSPORTATION AND COMMUNICATIONS NEEDS OF THE PEOPLE OF ONTARIO, AND SATISFY THEM THROUGH THE USE OF ROAD, RAIL, TRANSIT, AIR, WATER, PIPELINE AND COMMUNICATIONS SYSTEMS AND SERVICES IN ACCORDANCE WITH THE PREVAILING OBJECTIVES OF THE GOVERNMENT OF ONTARIO".

The Mission

The Mission of the Ministry is a statement of the purpose for which the mandate is to be used.

MTC's mission extends beyond the building and maintaining of systems and the testing and licensing of users. The Ministry is concerned about the value of all transportation and communications systems and services to the people, business and industrial communities of Ontario. It is concerned that they be able to use transportation and communications to increase the economic and social well-being and quality of life in the Province. The Ministry's concern is for the mobility of all people, goods and information in the Province, links to other provinces and internationally. It must work to maintain and improve the range and quality of all services. Users must find them to be dependable, safe, effective, efficient, economic and aesthetic. This concern is not restricted by jurisdiction over modes or services. It calls for Ontario policy positions on all aspects of transportation and communications affecting the Province.

Therefore, the Statement of Mission of the Ministry of Transportation and Communications is:

TO ACHIEVE MOBILITY OF PEOPLE, GOODS AND INFORMATION IN ONTARIO BY ASSURING ACCESS TO TRANSPORTATION AND COMMUNICATIONS SYSTEMS AND SERVICES WHICH ARE SAFE, DEPENDABLE, EFFECTIVE, EFFICIENT AND ENVIRONMENTALLY ACCEPTABLE.

The Ministry Objectives

The statements of the Ministry's Mandate and Mission are elaborated by five objectives which define various roles and apply to all programs and operations in the Ministry, all of the time:

1. **"TO ENSURE AS FAR AS PRACTICABLE THAT A REASONABLE CHOICE OF TRANSPORTATION AND COMMUNICATIONS SERVICES IS AVAILABLE TO ALL OF THE PEOPLE OF THE PROVINCE."**

This focuses on the government's objective of universal availability of service. It also stresses competition and opportunity for choice. It recognizes that what would be most reasonable in any area of the Province should be judged by the residents and users of service in those areas according to their economic, social and cultural preferences and not only by administrative, engineering, financial or jurisdictional considerations.

2. **"TO IMPLEMENT THE POLICIES AND PROGRAMS OF THE GOVERNMENT AND RECONCILE THEM WITH THE TRANSPORTATION AND COMMUNICATION EXPECTATIONS AND ASPIRATIONS OF VARIOUS SEGMENTS OF ONTARIO SOCIETY."**

This objective states the Ministry's responsibility of working to fulfill the objectives of the government and other ministries where its activities can be of assistance.

It addresses the need to clearly establish and articulate the Provincial interests in transportation and communications issues. Constant effort on the part of all Programs is required to develop consultative and funding mechanisms to bring about better co-operation and reconciliation of interests.

3. **"TO CONTRIBUTE TO GOVERNMENT DECISION MAKING BY ENSURING THAT ALL OPPORTUNITIES, THREATS, STRENGTHS AND WEAKNESSES IN THE AREAS OF TRANSPORTATION AND COMMUNICATIONS ARE IDENTIFIED, RECOGNIZED AND CONSIDERED BY THE GOVERNMENT."**

In its capacity as the transportation and communications agent of the government, the Ministry has the obligation to inform and advise government on all matters relative to transportation and communications, regardless of the level of government which has the specific jurisdictional responsibility. To achieve this, constant alertness is required to changes in the economic, social, institutional, cultural, technical and financial fabric of the Province. The Strategic Policy Development and Planning Process, through the Program Planning Committees, effectively enables the Ministry to fulfill this objective.

4. **"TO MAINTAIN A STRONG, LEAN RESULTS-ORIENTED MINISTRY ORGANIZATION WHICH IS BOTH EFFECTIVE AND EFFICIENT."**

The Ministry is in a position of trust and must always make the best use of public resources to serve the needs of present and future Ontarians. To achieve this the Ministry is constantly seeking out or developing new skills and technologies to achieve better service and reduce resource requirements. Management decisions have to be based on a full results and resource analysis. Managers have to be constantly aware of costs, results and effectiveness and work towards producing a Ministry which is no bigger and no smaller than necessary to pursue its mandate. In addition, constant effort has to be made to communicate both inside and outside the Ministry that which we are trying to accomplish.

5. **"TO MAINTAIN AND RECOGNIZE THE SENSE OF COMMON DIRECTION, DEDICATION, INITIATIVE, MOTIVATION, PRIDE IN EXCELLENCE AND COMMUNITY OF SPIRIT AMONG THOSE WHO HAVE CHOSEN TO BECOME EMPLOYEES OF THE MINISTRY."**

The Ministry believes that the effectiveness of MTC hinges on its people and the management processes it adopts. The management processes channel, in a purposeful manner, the vitality of each individual. It brings people together in goal-oriented teams and creates an efficient network of communication. Each employee is expected to seek his or her own personal fulfillment within the framework of Ministry objectives. Every manager should seek to create a climate in which both personal and corporate objectives are accomplished.

The Program Mandates/Missions

To implement the Mandate, Mission and Ministry Objectives, the Ministry undertakes its planning and financial allocation through its program planning committees. To fulfill the Ministry's responsibilities, each Program has established Mandate/Mission statements, as follows:

RANSPORTATION REGULATION - TO CONTROL, THROUGH EGULATION AND INFLUENCE, THE QUALIFICATIONS AND ERFORMANCE OF THE USERS OF THE TRANSPORTATION SYSTEMS ITHIN PROVINCIAL JURISDICTION IN A MANNER WHICH WILL NSURE THE SAFE, EFFICIENT AND CONVENIENT MOVEMENT OF EOPLE AND GOODS.

ROVINCIAL HIGHWAYS - TO PROVIDE AND MAINTAIN A PROVINIAL HIGHWAY SYSTEM WHICH WILL SATISFY THE ECONOMIC, NERGY CONSERVATION, SOCIAL AND INSTITUTIONAL NEEDS OF HE PEOPLE OF ONTARIO AND PROMOTE THE OBJECTIVES OF OVERNMENT.

UNICIPAL TRANSPORTATION - TO PROVIDE FOR THE MOBILITY F PEOPLE AND GOODS AT THE LOCAL, REGIONAL AND NTER-REGIONAL LEVEL THROUGH COORDINATION AND SUPPORT F THE TRANSPORTATION INFRASTRUCTURE AND SERVICES UPPLIED BY LOCAL AUTHORITIES.

ROVINCIAL TRANSPORTATION - TO PROMOTE AND COORDINATE HE INTER-URBAN MOBILITY OF PEOPLE AND GOODS BY ALL RANSPORTATION MODES.

COMMUNICATIONS - TO PROMOTE THE INTERESTS OF ONTARIO USERS OF COMMUNICATIONS SERVICES WHILE CONTRIBUTING TO THE STRENGTH OF THE COMMUNICATIONS MANUFACTURING AND SUPPLY INDUSTRIES IN ONTARIO.

RESOURCE PLANNING - TO UNDERTAKE RESPONSIBILITY AND AUTHORITY FOR THE PLANNING, ACQUISITION, ALLOCATION CONTROL AND ASSESSMENT OF HUMAN AND FINANCIAL RESOURCES, AS REQUIRED BY THE PLANNING CYCLES OF THE GOVERNMENT AND THE MINISTRY.

Ministry Policies

In addition to the Statements of Mandate, Mission and Objectives applying to the Ministry as a whole, there are a number of significant statements of policy which describe the way the Ministry functions on a day-to-day basis.

In previous Guideline documents these statements were defined in relation to specific Ministry objectives and strategies. As we progress through successive Strategic Planning cycles, some objectives and strategies are reaffirmed, carried forward and designated as policy statements to be considered as "the way we conduct our business".

A continuing challenge to Ministry management is to augment these policies. The policies listed opposite, and the intentions which underlie them, are not exhaustive. They represent a core of ideas, values and attitudes which are expected to be adhered to by all Ministry staff.

- MAINTAIN AN ATTITUDE OF OPENNESS, FAIRNESS AND HONESTY IN ALL DEALINGS WITH THE PUBLIC, OTHER MINISTRIES, OTHER GOVERNMENTS AND MTC STAFF.
- REVIEW AND REFINE TRANSPORTATION AND COMMUNICATIONS SERVICE LEVELS CONSISTENT WITH THE CHANGING ECONOMIC, SOCIAL AND MOBILITY NEEDS OF THE PEOPLE AND REGIONS OF THE PROVINCE.
- UTILIZE A COMPREHENSIVE APPROACH TO POLICY FORMULATION TO PROVIDE SUBSTANTIVE AND APPROPRIATE ADVICE TO THE MINISTER AND CABINET, TO ARTICULATE ONTARIO'S INTERESTS IN TRANSPORTATION AND COMMUNICATIONS ISSUES REGARDLESS OF JURISDICTIONAL RESPONSIBILITY AND DEMONSTRATE THAT THE INTERESTS OF ALL PARTIES HAVE BEEN CONSIDERED.
- STRIVE TO ACHIEVE PROVINCE-WIDE EQUITY IN THE DEVELOPMENT OF POLICIES AND PROGRAMS CONSISTENT WITH THE NEEDS AND PREFERENCES OF THE RESIDENTS, BUSINESSES AND INDUSTRIAL USERS IN EACH REGION OF THE PROVINCE.
- UTILIZE FULLY THE WIDE VARIETY OF SKILLS, EXPERTISE AND TECHNOLOGY AVAILABLE WITHIN MTC AND ITS ASSOCIATED AGENCIES, BOARDS AND COMMISSIONS TO MAINTAIN THE STANDARD OF EXCELLENCE AND LEADERSHIP NECESSARY TO CARRY OUT MTC'S MANDATE.
- SEEK OUT, DEVELOP AND MAKE USE OF NEW TECHNIQUES AND TECHNOLOGIES TO ACHIEVE BETTER SERVICE WITH REDUCED RESOURCE REQUIREMENTS AND GREATER PRODUCTIVITY.
- EMPLOY THE FULL RANGE OF ANALYTIC, PERSUASIVE, COORDINATING, INFLUENCE AND INCENTIVE POWERS OF THE MINISTRY IN ADDITION TO REGULATORY, OPERATIONAL AND EXPENDITURE ACTIVITIES.
- BE COST-CONSCIOUS IN ALL POLICIES, PLANS AND ACTIVITIES OF THE MINISTRY.
- REMAIN ADAPTABLE AND FLEXIBLE IN ALL DEALINGS WITH BUSINESS, INDUSTRY, THE INDIVIDUAL AND OTHER GOVERNMENTS.
- DEVELOP A POSITIVE PARTNERSHIP AMONG THE MINISTRY, THE COMMUNITY, THE PRIVATE SECTOR AND THE INDIVIDUAL.
- EXPAND PUBLIC AWARENESS AND INFLUENCE PROGRAMS TO ACHIEVE AN ACCURATE PERCEPTION BY THE PUBLIC AND THE GOVERNMENT OF WHAT THE MINISTRY IS ACCOMPLISHING.

Human Resource Principles

The Ministry is especially aware of the importance of maintaining a high-calibre staff to fulfill its Mandate. The Ministry is also aware that it has responsibilities to the people who comprise the staff. Consequently, during the last year the Strategic Policy Committee has developed a statement of the Human Resource Principles it believes vital to the mutual pursuit of the Ministry's obligations.

- "PEOPLE" ARE THE MOST IMPORTANT RESOURCE AVAILABLE TO MTC IN CARRYING OUT ITS MANDATE.
- HUMAN RESOURCE DEVELOPMENT IS A VIABLE ACTIVITY AND A WORTHWHILE VENTURE THAT IS BENEFICIAL TO BOTH THE INDIVIDUAL AND THE MINISTRY.
- PEOPLE ARE TO BE EMPLOYED IN A MANNER WHICH SERVES BOTH THEIR INTERESTS AND THOSE OF THE MINISTRY.
- AN ATMOSPHERE OF HONESTY, OPENNESS AND FAIRNESS IS TO BE MAINTAINED THROUGHOUT THE MINISTRY.
- POLICIES WILL BE PURSUED WHICH FOSTER EQUITY AMONG, OPPORTUNITIES FOR, AND THE PERSONAL GROWTH, SATISFACTION AND SAFETY OF, ITS EMPLOYEES.
- THE MINISTRY WILL ATTEMPT TO CREATE AN ORGANIZATIONAL CLIMATE AND PROVIDE CHALLENGING WORK TO FOSTER EMPLOYEE SATISFACTION.
- SENSITIVITY TO DIFFERENCES IN CULTURE AND LIFESTYLE BOTH IN MANAGEMENT OF STAFF AND DEVELOPMENT OF PROGRAMS WILL BE CONSIDERED.
- EMPLOYMENT OPPORTUNITIES WITHIN THE MINISTRY ARE TO BE TREATED AS A PROVINCIAL RESOURCE.
- HUMAN RESOURCE MANAGEMENT IS A LINE RESPONSIBILITY WITH ALL MANAGERS TO LEAD BY EXAMPLE AND BE ACCOUNTABLE FOR THE MOTIVATION OF THEIR STAFF.
- A SPIRIT OF TEAMWORK AND COOPERATION IS TO BE ENCOURAGED AND DEVELOPED.

PLANNING OBJECTIVES AND STRATEGIES

THE GUIDELINES FOR PLANNING

IV STRATEGIC PLANNING OBJECTIVES AND STRATEGIES 1982-1987

In its examination of the preceding key strategic issues the Strategic Policy Committee has established the following Strategic Planning Objectives and Strategies to be pursued by the Ministry during the five years beginning April 1, 1982. These objectives and strategies are to guide the Program Planning Committees in their respective responsibilities and in the development of their own program long range plans.

For each of the Strategic Planning Objectives, several planning strategies have been indicated as the course of action to be pursued. These strategies are not exhaustive. The program long range plans are expected to go well beyond them in implementing the overall objectives of the Ministry and in developing strategies specific to their program.

The comprehensive plans, strategies and resource requirements for the 1982-87 period are contained in the Long Range Plans of the Transportation Regulation, Provincial Highways, Municipal Transportation, Provincial Transportation and Communications Programs and the Resources Planning Committee.

ECONOMIC GROWTH

Both prime responsibilities of the Ministry -- transportation and communications -- are essential to the economic and social well-being of the people and business community of the Province. Because of the size of the transportation and communications sectors and their impact on the Provincial economy, their effective use to further the economic policies of the Government of Ontario must be vigorously pursued. Our concern must also extend to the economic growth of Canada as well as Ontario.

To ensure that the government's strategies to develop a strong Ontario and Canadian economy are fulfilled, the 1982-1987 Strategic Planning Objective, is to:

- **INVEST IN AND PROMOTE TRANSPORTATION AND COMMUNICATIONS INITIATIVES TO AID ECONOMIC GROWTH IN ONTARIO AND CANADA, TO PROMOTE ONTARIO TECHNOLOGY AND TO FURTHER GOVERNMENT SOCIAL AND ECONOMIC OBJECTIVES.**

To implement this Strategic Planning Objective, the following Strategies are to be pursued:

- GIVE PRIORITY IN PROGRAM PLANS TO TRANSPORTATION AND COMMUNICATIONS INITIATIVES WHICH STIMULATE THE ECONOMY.

- IMPLEMENT THE PROGRAM OUTLINED BY THE BOARD OF INDUSTRIAL LEADERSHIP AND DEVELOPMENT (BILD).

- CONTINUE TO IMPLEMENT GOVERNMENT INITIATIVES TO:
  - CONTROL GOVERNMENT SPENDING AND SIZE
  - PURSUE AN AGGRESSIVE EXPORT POLICY
  - MAKE MAXIMUM USE OF "BUY CANADIAN" POLICIES
  - ENCOURAGE RESEARCH AND DEVELOPMENT
  - PLACE EMPHASIS ON HIGH TECHNOLOGY INDUSTRIES
  - TRAIN PEOPLE IN THE SKILLED TRADES
  - REDUCE REGULATORY AND RED-TAPE IMPEDIMENTS TO BUSINESS AND INDUSTRY.

- ESTABLISH DEMONSTRATION PROJECTS TO ENCOURAGE THE GROWTH OF HIGH TECHNOLOGY INDUSTRIES IN ONTARIO.

- PROMOTE THE MARKETING OF CANADIAN TRANSPORTATION AND COMMUNICATIONS TECHNOLOGY BY THE ONTARIO INTERNATIONAL CORPORATION AND THE FEDERAL GOVERNMENT, AMONG OTHERS.

- PROVIDE EXPERTISE AND MARKET INFORMATION TO THE ONTARIO INTERNATIONAL CORPORATION AND ASSIST PRIVATE SECTOR TRANSPORTATION AND COMMUNICATIONS INDUSTRIES WHEREVER AND WHENEVER POSSIBLE.

- SEARCH OUT AND PROMOTE HIGH PAYOFF IMPROVEMENTS TO THE MOVEMENT OF PEOPLE AND GOODS.

- REVIEW AND IMPLEMENT APPROPRIATE RECOMMENDATIONS OF THE RAIL, GREAT LAKES/SEAWAY AND MICRO-ELECTRONIC TASK FORCES.

- DEVELOP CLOSER RELATIONSHIPS WITH AND UNDERSTANDING OF USERS OF THE TRANSPORTATION AND COMMUNICATIONS SYSTEMS.

- ESTABLISH STRONGER LINKAGES BETWEEN GOVERNMENT AND INDUSTRY.

- ENCOURAGE AN ATMOSPHERE WITHIN THE PROVINCE FOR TRANSPORTATION AND COMMUNICATIONS ENTERPRISE, INNOVATION AND INVESTMENT.

- CONTINUE TO SEARCH FOR AND RESOLVE SPECIFIC BOTTLENECKS AND PROBLEMS IN PASSENGER AND GOODS MOVEMENT IN ONTARIO (E.G. MODAL SHIFT AND INTER-MODAL TRANSFER).

ENERGY

The effective operation of the economy of the Province requires a secure energy supply to satisfy the goods, transport, and mobility requirements of the population, as well as the energy necessary for heating, lighting and manufacturing. Because transportation is one of the major users of petroleum products, the 1982-1987 Strategic Planning Objective related to energy is defined as follows:

o **PROMOTE TRANSPORTATION ENERGY CONSERVATION AND SUBSTITUTION TO ACHIEVE LONG-TERM ENERGY SELF-SUFFICIENCY.**

To achieve this objective, the Program Planning Committees are to implement the following strategies:

- PURSUE ALL ENERGY-SAVING OPPORTUNITIES AND EXERCISE A LEADERSHIP ROLE IN TRANSPORTATION ENERGY MATTERS IN ONTARIO.
- SUPPORT ALL ENERGY CONSERVATION MEASURES.
- REVIEW ALL PROGRAMS AND REGULATIONS FOR POSSIBLE ENERGY EFFICIENCY IMPROVEMENTS.
- PROMOTE PUBLIC AWARENESS OF INDIVIDUAL RESPONSIBILITY FOR ENERGY CONSERVATION.
- PARTICIPATE IN THE GOVERNMENT'S TRANSPORTATION ENERGY MANAGEMENT PROGRAM (TEMP) BY:
  - USING MORE FUEL EFFICIENT VEHICLES AND EQUIPMENT
  - IMPROVING MAINTENANCE PROCEDURES
  - INTRODUCING FUEL EFFICIENCY DRIVER TRAINING
  - REDUCING LESS ESSENTIAL VEHICLE TRAVEL
  - PROMOTING TELECONFERENCING.
- PROMOTE REDUCTION OF PASSENGER TRANSPORTATION ENERGY CONSUMPTION THROUGH MORE EFFICIENT USE OF THE TOTAL TRANSPORTATION SYSTEM.
- ENCOURAGE LIFESTYLES AND TRAVEL PATTERNS WHICH REQUIRE LESS ENERGY CONSUMPTION.
- OPTIMIZE THE UTILIZATION OF THE EXISTING TRANSPORTATION SYSTEM PARTICULARLY THROUGH HIGH OCCUPANCY VEHICLES AND IMPROVED TRAFFIC FLOW.
- PROMOTE REALISTIC LAND USE AND TRANSPORTATION ENERGY EFFICIENT COMMUNITIES THROUGH COORDINATED PLANNING AND DEVELOPMENT ACTIVITIES.
- PROVIDE COORDINATION OF ALTERNATE FUELS RESEARCH, DEVELOPMENT, DEMONSTRATION AND CONCEPT PROMOTION INCLUDING
  - ACTIVITIES WITH MTC AND GOVERNMENT FACILITIES AND VEHICLE FLEETS
  - JOINT ACTIVITIES WITH OTHER AGENCIES SUCH AS ONTARIO RESEARCH FOUNDATION, ONTARIO HYDRO AND TRANSIT AUTHORITIES
  - LIAISON WITH THE PRIVATE SECTOR
  - PROMOTION OF AVAILABLE ALTERNATIVE FUELS FOR GOVERNMENT, MUNICIPAL AND COMMERCIAL VEHICLES.

COMMUNICATIONS AND THE INFORMATION SOCIETY

The information-intensive society is well advanced and will be an all-pervasive part of our lives before the end of the 1980's. This society will be characterized by the presence in homes, offices, schools, business, industry, etc. of extremely sophisticated communications systems to be used for entertainment, educational and business purposes. There will be major effects on the lifestyle of Canadian and Ontario society.

This requires a comprehensive review of the communications needs of the people of Ontario and vigorous policy initiatives on the part of the Government of Ontario and this Ministry.

It is a vital requirement that users be prepared for the "information society". This also presents an important opportunity for the manufacturing and micro-electronic sector of the Ontario economy. The Strategic Planning Objective for 1982-1987 is defined as:

- **UTILIZE THE OPPORTUNITIES PRESENTED BY THE SHIFT TO AN INFORMATION-INTENSIVE SOCIETY TO IMPROVE THE QUALITY OF LIFE IN ONTARIO AND TO DEVELOP A MICRO-ELECTRONIC INDUSTRY TO SERVE ALL SECTORS OF THE ONTARIO AND CANADIAN ECONOMY.**

The Communications Program has a direct responsibility to develop government policy related to the information revolution and the dynamics of the micro-electronic industry.

All Ministry Programs must use every opportunity to employ micro-electronic technology and advanced information processing techniques to improve services, increase efficiency and reduce costs.

All Programs are to assess and implement the following strategies:

- STIMULATE AN INFORMATION INDUSTRY STRUCTURE WHICH PROMOTES ECONOMIC AND EQUITABLE SERVICES AND ENCOURAGES AN ATMOSPHERE FOR ENTERPRISE, INNOVATION AND INVESTMENT.
- GIVE LEADERSHIP TO AND COOPERATE WITH OTHER MINISTRIES, GOVERNMENT AGENCIES AND THE FEDERAL GOVERNMENT TO ASSESS THE IMPACT OF ALL COMMUNICATIONS ISSUES ON THE LIFESTYLE OF THE PEOPLE OF ONTARIO.
- PURSUE VIGOROUSLY THE ACQUISITION OF JURISDICTION OVER THOSE ASPECTS OF COMMUNICATIONS WHICH SHOULD BE UNDER PROVINCIAL CONTROL.
- PURSUE THE BUSINESS AND INDUSTRIAL OPPORTUNITIES PRESENTED BY THE INFORMATION SOCIETY AND MICRO-ELECTRONIC REVOLUTION.
- SUPPORT AND REINFORCE GOVERNMENT INITIATIVES TO ESTABLISH A MICRO-ELECTRONICS DESIGN AND TESTING FACILITY.
- IMPLEMENT RECOMMENDATIONS FROM THE TASK FORCE ON MICRO-ELECTRONICS.
- PROMOTE THE INTRODUCTION OF DEMONSTRATION PROJECTS AND APPLICATION OF NEW TECHNOLOGIES WITHIN GOVERNMENT AND INDUSTRY.
- UTILIZE NEW TECHNOLOGIES WITHIN MTC PROGRAMS.
- WORK WITH OTHER MINISTRIES AND THE PRIVATE SECTOR TO HARNESS ENERGY AND PRODUCTIVITY IMPROVEMENT OPPORTUNITIES AND ASSIST INDIVIDUALS TO UTILIZE THE NEW TECHNOLOGIES.
- DEVELOP A PUBLIC INFORMATION INITIATIVE ABOUT THE IMPLICATIONS OF ELECTRONICALLY-HANDLED INFORMATION.

POPULATION PATTERNS

There are important demographic and population shifts taking place in Ontario. Urban centres are continuing to grow while many rural settlements show a decline, especially single industry towns in northern and rural Ontario. The population of the Province is continuing to grow, although at a lower projected rate than was forecast a decade ago. These changes have implications for the provision of transportation and communications services. A Strategic Planning Objective is:

- o **MAINTAIN AND IMPROVE TRANSPORTATION AND COMMUNICATIONS SERVICE AND CHOICE IN GROWING MAJOR URBAN CENTRES.**

It is important to note that in this objective the emphasis has been placed on the "growing" major urban centres. Those urban centres that have only a minimal rate of growth are not experiencing to the same degree the problems faced by those urban areas having extremely high rates of growth. The strategies to pursue are as follows:

- SEEK MEASURES TO MAXIMIZE THE PRODUCTIVE/EFFICIENT UTILIZATION OF ROAD AND TRANSIT SYSTEMS.
- PURSUE DEVELOPMENT AND INTEGRATION OF URBAN, REGIONAL AND INTERREGIONAL TRANSIT SERVICES.
- ENCOURAGE LAND-USE AND URBAN TRANSPORTATION PLANNING IN WHICH THE MOST APPROPRIATE TRANSPORT TECHNOLOGY IS USED TO SERVE THE COMMUNITY.
- ENCOURAGE THE USE OF INNOVATIVE TECHNOLOGY TO RESOLVE URBAN TRANSPORTATION PROBLEMS.
- TAKE ADVANTAGE OF CHANGES IN DEMOGRAPHIC, SETTLEMENT AND INDUSTRIALIZING PATTERNS AND ENERGY COSTS TO IMPROVE THE QUALITY OF URBAN LIFE BY UTILIZING TRANSPORTATION AND COMMUNICATIONS TECHNOLOGIES.
- ESTABLISH AN APPROPRIATE PARTNERSHIP AND BALANCE IN PROVINCIAL AND MUNICIPAL RESPONSIBILITIES IN DEVELOPING AND ASSESSING URBAN TRANSPORTATION AND COMMUNICATIONS OPTIONS.
- INITIATE CONSULTATIVE AND FUNDING MECHANISMS TO ENCOURAGE BETTER COOPERATION AND RECONCILIATION OF THE INTERESTS OF USERS AND SUPPLIERS OF SERVICES.
- REDUCE INSTITUTIONAL AND REGULATORY BARRIERS TO INNOVATIVE TRANSPORTATION IN URBAN AREAS.

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There exists a possibility of increased difficulty in providing public services in rural and northern communities when the economic base of towns and villages declines and people move to larger urban centres. The Ministry must continue to provide the facilities and services necessary for the continued existence of the community and its remaining residents and for the integration of these areas into the economic and social life of Ontario. The Strategic Planning Objective is defined as:

- o **IMPROVE TRANSPORTATION AND COMMUNICATIONS SERVICE, ACCESS AND CHOICE IN NORTHERN AND UNDERSERVED RURAL ONTARIO.**

Strategies to implement this Objective are:

- ESTABLISH NEW INITIATIVES TO MAINTAIN AND IMPROVE TRANSPORTATION AND COMMUNICATIONS SERVICES IN UNDERSERVED NORTHERN AND RURAL ONTARIO.
- ESTABLISH AND MAINTAIN A CLOSE WORKING RELATIONSHIP WITH THE MINISTRIES OF NORTHERN AFFAIRS, AGRICULTURE AND FOOD, NATURAL RESOURCES, AND CULTURE AND RECREATION ON MATTERS OF MUTUAL CONCERN.
- IN POLICY DEVELOPMENT, RECOGNIZE THE ECONOMIC AND SOCIAL IMPORTANCE OF NORTHERN ONTARIO AND ITS ROLE AS A MAJOR LINK BETWEEN EASTERN AND WESTERN CANADA.
- ADDRESS THE HIGH COSTS OF TRANSPORTING PEOPLE AND GOODS TO RESIDENTS OF THE REMOTE AREAS OF NORTHERN ONTARIO.
- ENCOURAGE STRONGER AIR AND RAIL SERVICE LINKS THROUGHOUT ONTARIO.
- IMPLEMENT POLICIES ON REGIONAL BUS SERVICE FOR SMALLER CENTRES TO LINK THE COMMUNITIES TO LARGER CENTRES.
- IMPROVE INTEGRATION BETWEEN URBAN AND LONG DISTANCE BUS SYSTEMS.

SAFETY

The Key Strategic Issue of "Safety in all modes of transportation" is of major concern to the Ministry in light of the government's thrust to achieve a safe working and living environment for all people in the Province. The Ministry is very active in the important area of road safety. The Assistant Deputy Minister, Safety and Regulation, has been designated the Highway Safety Coordinator for the Province. While the Ministry does not always have direct jurisdiction, the Ministry has the responsibility to advise the government in all aspects of safety related to transportation and to have provincial positions developed for all modes. The 1982-1987 Strategic Planning Objective is:

o **DEVELOP AND INTRODUCE A COMPREHENSIVE APPROACH TO THE IMPROVEMENT IN THE SAFETY OF TRANSPORTATION SYSTEMS OPERATING IN ONTARIO.**

The Ministry must participate actively and positively in the entire area of transportation safety and has a leadership role to fulfill within the Government of Ontario with regard to Highway Safety. A target of decreasing the highway fatality rate by five per cent per year has been set. To achieve this objective it is necessary to work closely with the Ministries of the Solicitor General and the Attorney General to ensure that safety legislation is enforceable and enforced. Close coordination with other provinces, the federal government and the United States is required.

Ministry managers and executives are encouraged to propose innovative approaches to all aspects of transportation safety, regardless of the jurisdictional responsibility for the mode. In addition the following strategies are to be pursued:

- DEVELOP AND INTRODUCE A COMPREHENSIVE PROGRAM OF INITIATIVES TO FURTHER IMPROVE THE SAFE USE OF THE ONTARIO HIGHWAY SYSTEM.
- WORK CLOSELY WITH OTHER MINISTRIES TO ENSURE THE COORDINATED IMPLEMENTATION OF THE HIGHWAY SAFETY PROGRAM AND IMPROVED SAFETY IN ALL AREAS OF TRANSPORTATION.
- PROMOTE THE COORDINATION OF UNIFORM HIGHWAY SAFETY POLICIES AND PROGRAMS AMONG CANADIAN JURISDICTIONS, INCLUDING FEDERAL, THROUGH THE STANDING COMMITTEE ON SAFETY OF THE CANADIAN CONFERENCE OF MOTOR TRANSPORT ADMINISTRATORS (CCMTA).
- ANALYZE THE SAFETY ASPECTS OF OTHER TRANSPORTATION MODES OPERATING IN THE PROVINCE AND DEVELOP A PLAN TO PROMOTE IMPROVEMENTS THROUGH PROVINCIAL INFLUENCE, ACTION AND INVOLVEMENT.
- ESTABLISH APPROPRIATE CONTROL OVER THE HIGHWAY MOVEMENT OF DANGEROUS GOODS IN COORDINATION WITH FEDERAL RESPONSIBILITIES FOR OTHER MODES AND FOR THE SHIPPERS' PREMISES.
- TAKE THE INITIATIVE WITH INDUSTRY, SAFETY GROUPS AND LOCAL COMMUNITIES IN WORKING OUT COMPLEMENTARY ROLES ON HIGHWAY SAFETY.
- UNDERTAKE A REVIEW OF THE "RIGHTS, PRIVILEGES AND RESPONSIBILITIES" OF ALL ROAD USERS.
- EMPHASIZE THE RESPONSIBILITY OF THE INDIVIDUAL FOR THE SAFE USE OF VEHICLES AND THE ROAD SYSTEM AND PUBLIC SAFETY IN GENERAL AND MAKE THE PUBLIC MORE AWARE OF THE PERSONAL LOSS RELATED TO TRAFFIC ACCIDENTS.
- REVIEW EXISTING PROGRAM ACTIONS AND POTENTIAL INITIATIVES FROM THE POINT OF VIEW OF AN INDIVIDUAL'S MOTIVATION TO REDUCE RISK.
- ADDRESS THE REALITIES AND PUBLIC PERCEPTIONS CONCERNING TRUCKING SAFETY.
- ESTABLISH REALISTIC AND UNDERSTANDABLE YARDSTICKS FOR MEASURING HIGHWAY SAFETY AND DEVELOP WAYS OF COMMUNICATING THESE TO THE PUBLIC.

MANAGEMENT OF MINISTRY

The demand for effective management in government has been discussed as a Key Strategic Issue in each of the previous Guidelines. This has been broadened into the 1982-1987 Strategic Planning Objective:

o **DIRECT THE USE OF MINISTRY RESOURCES WITH MAXIMUM EFFECTIVENESS AND EFFICIENCY.**

The Ministry is pursuing a results-oriented strategic management style to provide a method for the continuous review of "where we stand", "what we are doing" and "where we are going". A fundamental component of this management style is the assessment of the results obtained for the resources expended. The results of Ministry efforts are the products and services delivered to the public and to our other clients within the government. The resources available to the Ministry include human, financial and technological capabilities, a realistic and effective organizational structure and a dedicated and experienced staff.

The strategies to achieve this Objective are divided into the three categories: Organizational, Financial and Human Resources. The strategies have applications across all Programs and are the direct responsibility of the Resources Planning Committee:

Organizational:

- CONTINUE TO IMPLEMENT THE RESULTS-ORIENTED STRATEGIC STYLE OF MANAGEMENT WITH AN EDUCATIONAL PROGRAM FOR ALL MANAGERS IN THE MINISTRY.
- COMPLETE THE IMPLEMENTATION OF THE GOVERNMENT'S MANAGEMENT-BY-RESULTS PROGRAM AND INTEGRATE WITH THE MINISTRY'S OWN MANAGEMENT PROCESSES.
- EACH PROGRAM PLANNING COMMITTEE CONTINUE TO REFINE THEIR LONG RANGE AND OPERATIONAL PLANNING PROCESSES.
- EACH PROGRAM PLANNING COMMITTEE TO COMPLETE DEVELOPMENT OF EFFECTIVENESS MEASURES FOR THEIR PROGRAMS.
- PREPARE AN IMPLEMENTATION PLAN FOR PENDING FREEDOM OF INFORMATION LEGISLATION.
- MAKE USE OF NEW TECHNIQUES AND TECHNOLOGY TO IMPROVE PRODUCTIVITY THROUGHOUT THE MINISTRY.
- COMPLETE THE ORGANIZATIONAL RE-STRUCTURING TO ENSURE AN ENVIRONMENT WHICH ENCOURAGES INNOVATION AND ANTICIPATORY PLANNING AND A REWARDING WORK EXPERIENCE FOR MINISTRY STAFF.
- STRIVE TO IMPROVE THE MINISTRY'S CAPABILITIES TO DEAL WITH THE BROAD AND COMPLEX ISSUES FACING GOVERNMENT, THE MINISTRY AND SOCIETY.
- WORK TO ENSURE THE FINANCIAL COMPTROLLER AND FINANCIAL PLANNING AND ADMINISTRATION BRANCH CAN EFFECTIVELY COORDINATE AND MANAGE BUDGET ALLOCATION AND CONTROL.

Financial:

- HOLD OVERALL INTERNAL COSTS AT A CONSTANT OR DECLINING RATIO TO PROGRAM DELIVERY COSTS.
- MAKE MAXIMUM USE OF PRIVATIZATION OF MINISTRY ACTIVITIES WHERE ECONOMICAL AND PRACTICAL.
- ENCOURAGE THE USE OF INFLUENCE AND INCENTIVE TECHNIQUES AS ALTERNATIVES TO DIRECT EXPENDITURE.
- DESIGN INVESTMENT STRATEGIES TO SERVE GOVERNMENT ECONOMIC AND SOCIAL OBJECTIVES.
- REFINE FORECASTING AND BUDGETTING IN LONG-RANGE PLANNING AND THE FINANCIAL ALLOCATION PROCESS.

Human Resources:

- PUBLICIZE AND PRACTISE THE BASIC PRINCIPLES GOVERNING HUMAN RESOURCE MANAGEMENT IN THE MINISTRY*.
- FURTHER DEVELOP THE HUMAN RESOURCE PLANNING AND MANAGEMENT CAPABILITY TO ENSURE THE PERSONNEL BRANCH IS FULLY ABLE TO DEAL WITH ALL ASPECTS OF HUMAN RESOURCE NEEDS, INCLUDING OCCUPATIONAL HEALTH AND SAFETY.
- DEVELOP METHODS TO RECOGNIZE TECHNICAL EXPERTISE AND SPECIALISTS WITHIN THE MINISTRY AND ENCOURAGE TECHNICAL DEVELOPMENT OF STAFF.
- IDENTIFY THE IMPACT ON THE PROGRAMS OF VARIOUS STAFF STRENGTHS AND ESTABLISH APPROPRIATE PROGRAM AND RESOURCE LONG RANGE PLANS TO IMPROVE THE STAFFING PROCESS.
- ENSURE MANAGERS ARE AWARE OF GOVERNMENT POLICY FOR THE EMPLOYMENT OF MINORITY AND DISABLED PERSONS.
- IMPLEMENT THE POLICY OF MEANINGFUL CREDENTIALISM IN COOPERATION WITH EACH PROGRAM, DIVISION AND FIELD ORGANIZATION.
- EXPAND AND IMPLEMENT GOAL SETTING AND REVIEW IN ALL AREAS OF THE MINISTRY.
- EMPHASIZE ORGANIZATIONAL GROWTH AND DEVELOPMENT BY ESTABLISHING GUIDELINES FOR CORPORATE DIRECTION OF STAFF DEVELOPMENT AND TRAINING.
- CONTINUE TO PURSUE THE AFFIRMATIVE ACTION PROGRAM BY:
  - MEETING TARGETS IN UNDER-REPRESENTED CLASSIFICATIONS
  - ACCELERATED CAREER DEVELOPMENT PROGRAMS
  - RECRUITMENT POLICIES.
- CONTINUE TO IMPROVE FRENCH LANGUAGE SERVICES.
- EMPLOY CIVIL SERVICE COMMISSION SERVICES FOR PRE-RETIREMENT COUNSELLING.
- DEVELOP A PLANNED APPROACH TO LABOUR RELATIONS ISSUES.

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* The Human Resource Principles are stated on page 30 of this document.

SUMMARY OF PLANNING OBJECTIVES

Related to Objectives of Government

- INVEST IN AND PROMOTE TRANSPORTATION AND COMMUNICATIONS INITIATIVES TO AID ECONOMIC GROWTH IN ONTARIO AND CANADA, TO PROMOTE ONTARIO TECHNOLOGY AND TO FURTHER GOVERNMENT SOCIAL AND ECONOMIC OBJECTIVES.

- PROMOTE TRANSPORTATION ENERGY CONSERVATION AND SUBSTITUTION TO ACHIEVE LONG-TERM ENERGY SELF-SUFFICIENCY.

- UTILIZE THE OPPORTUNITIES PRESENTED BY THE SHIFT TO AN INFORMATION INTENSIVE SOCIETY TO IMPROVE THE QUALITY OF LIFE IN ONTARIO AND TO DEVELOP A MICRO-ELECTRONIC INDUSTRY TO SERVE ALL SECTORS OF THE ONTARIO AND CANADIAN ECONOMY.

Related to Ministry Programs

- MAINTAIN AND IMPROVE TRANSPORTATION AND COMMUNICATIONS SERVICE AND CHOICE IN GROWING MAJOR URBAN CENTRES.

- IMPROVE TRANSPORTATION AND COMMUNICATIONS SERVICE, ACCESS AND CHOICE IN NORTHERN AND UNDERSERVED RURAL ONTARIO.

- DEVELOP AND INTRODUCE A COMPREHENSIVE APPROACH TO THE IMPROVEMENT OF SAFE TRANSPORTATION SYSTEMS OPERATING IN ONTARIO.

Related to Management of the Ministry

- DIRECT THE USE OF THE MINISTRY'S RESOURCES WITH MAXIMUM EFFECTIVENESS AND EFFICIENCY.

RESEARCH ... STUDIES
McMASTER UNIVERSITY
HAMILTON, ONTARIO

BACKGROUND

	Page No.
The Strategic Planning Guidelines are produced annually by the Strategic Policy Committee (SPC) of the Ministry. The duties and composition of the committee are outlined on page	47
The Strategic Policy Development and Planning Process used by the Ministry of Transportation and Communications, stripped to its basics, is an annual agenda of work conducted for and by the Ministry executive. It is comprised of the five elements depicted on page	49
The planning documents produced over the course of this annual agenda are indicated on page	50
The Strategic Planning Guidelines contained in this document are produced following the Assessment phase and before the Long Range Planning phase is undertaken by the Program Planning Committees.	
The Guidelines become a component of a collection of documents which together comprise the "strategic plan" of the Ministry - as depicted on page	51
In the course of any cycle a series of background documents are produced, as indicated on the list on page	52

THE CONTEX[illegible] GUIDELINES

THE STRATEGIC POLICY COMMITTEE

The Strategic Policy Committee (SPC) of the Ministry of Transportation and Communications is the senior executive committee of the Ministry. It provides assistance and advice to the Minister and the Government and shares responsibility for the planning and management of the Ministry. All matters of Ministry-wide concern, including strategic direction, objectives, policies and resource allocation, are dealt with as well as specific program issues and major operational problems requiring the attention of the Minister and Deputy Minister.

Members of the Strategic Policy Committee are:

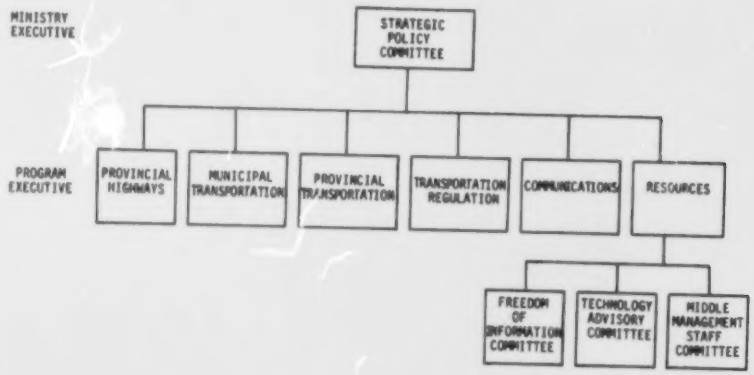
- Honourable James W. Snow, Minister
- Robert Eaton, M.P.P., Parliamentary Assistant
- Harold F. Gilbert, Deputy Minister
- Lorne R. Eadie, Assistant Deputy Minister
  Provincial Highways
- David G. Hobbs, Assistant Deputy Minister
  Provincial/Municipal
  Transportation
- Mark H. Larratt-Smith, Assistant Deputy Minister
  Safety and Regulation
- John R. Barr, Assistant Deputy Minister
  Finance and Administration
- D. Ross Peebles, Executive Director
  Communications Division
- Ian C. Campbell, Executive Director
  Policy Planning and Research
- William A. Rathbun, Executive Director
  Strategic Policy Secretariat

The Strategic Policy Committee has six sub-committees, each chaired by a member of the SPC. Five are responsible for the development of objectives, policies, strategies and resource allocation for their program, the preparation of program long-range plans and the organization and structure of the program. The programs are:

- Provincial Highways
- Provincial Transporation
- Municipal Transportation
- Transportation Regulation
- Communications

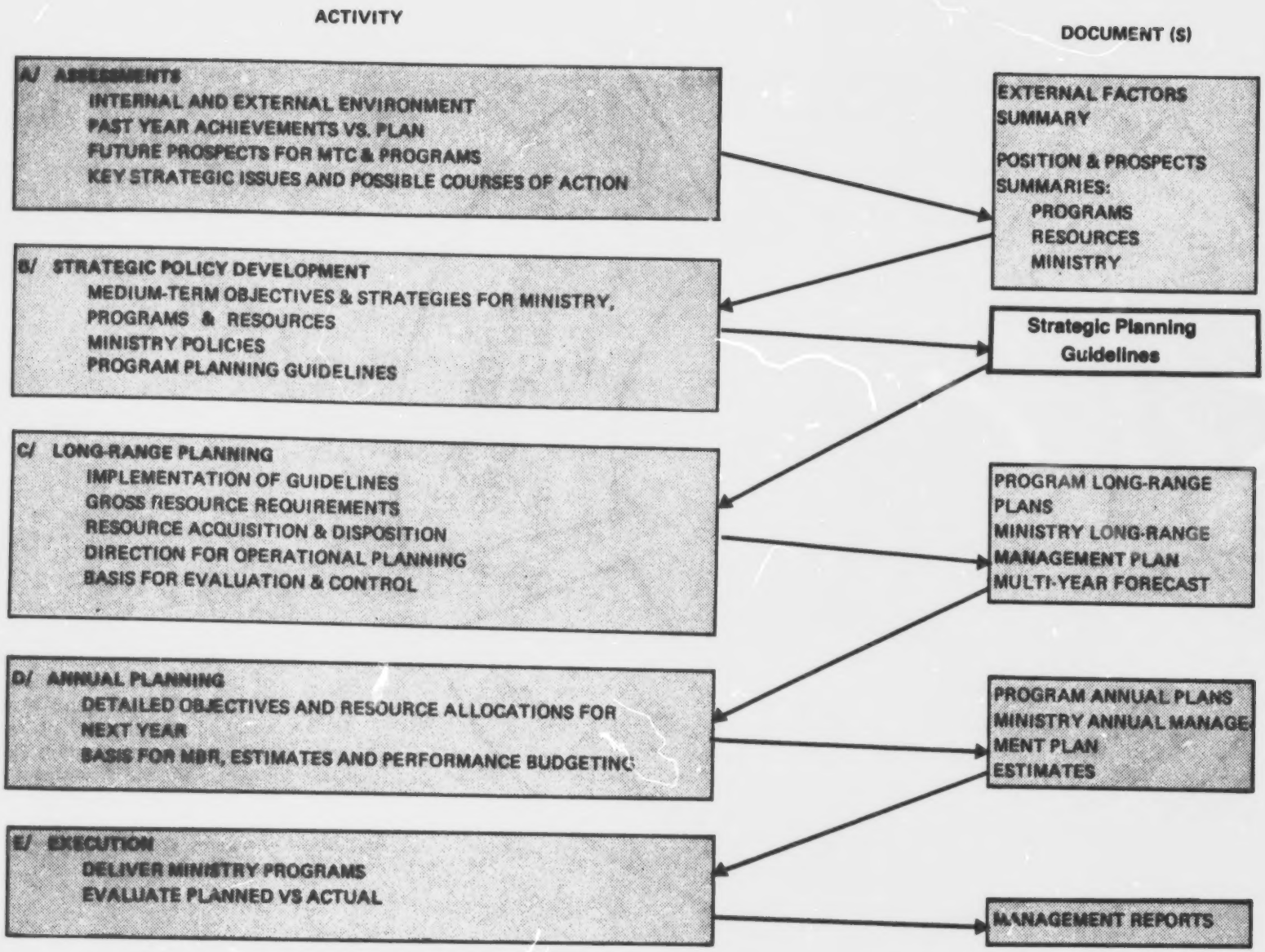
The sixth sub-committee, the Resources Planning Committee, focuses on the overall management of the Ministry. It is responsible for planning and acquisition, development and use of financial, human, organization, physical and technonogical resources and of the overall efficiency in their deployment and use.

The Strategic Planning Guidelines are prepared annually by the Strategic Policy Committee.



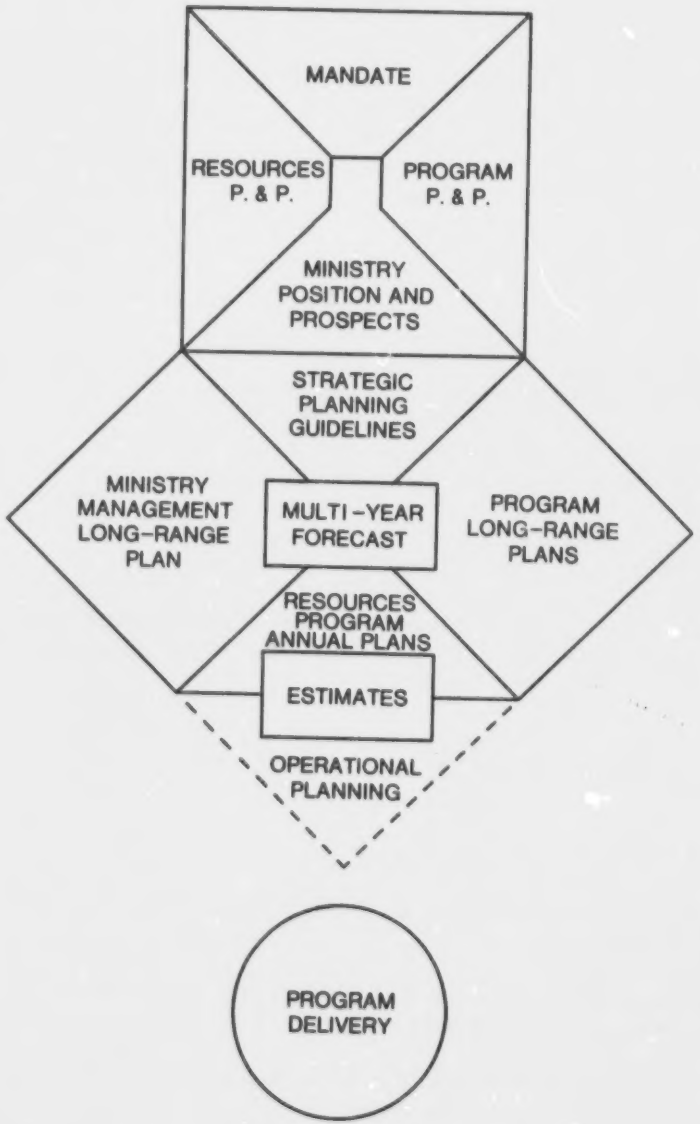
This chart describes the relationships of the components and products of the Strategic Planning and Management cycle of the Ministry of Transportation and Communications. The process begins with the Assessment activities in the autumn and concludes with commencement of the Delivery of programs at the beginning of a fiscal year 18 months later.

The Links Between Activities and Documents



THE MINISTRY STRATEGIC PLAN

DIAGRAM



COMPONENTS

1. THE MINISTRY MANDATE
   - mandate, mission,objectives
   - means, authority, structure
   - program/resource objectives and ongoing strategies
2. THE POSITION AND PROSPECTS SUMMARY
   - ministry, programs, resources
3. THE STRATEGIC PLANNING GUIDELINES
   - strategic planning objectives and strategies
   - program/resource planning guidelines
4. THE LONG-RANGE AND ANNUAL PLANS
   - program long-range and annual plans
   - ministry management long-range plan
   - resources annual plan
   - multi-year forecast
   - estimates

NOTE:
Operational Planning is the process of producing Action Plans performed by Line Managers. They do do not form part of the Ministry Strategic Plan.

RELATED STRATEGIC PLANNING PAPERS

The preparation of the Strategic Planning Guidelines is the culmination of a process that begins in the Fall of each year. Many papers and presentations are reviewed as an integral part of the process. Below is a list of background papers prepared by MTC staff and others which provided significant contributions to the development of the Guidelines for 1982-1987.

FUTURES & OUTLOOKS:

Communications Division, COMMUNICATIONS FUTURE.

Environmental Office, ENVIRONMENT FUTURES.

Financial Planning & Administration Branch, MTC'S FINANCIAL OUTLOOK 1982/83.

Highway Program Development Branch, FUTURES PERSPECTIVE.

Kettle, J., CANADA IN THE NEXT FIFTY YEARS.

Management Improvement Branch, MANAGEMENT OUTLOOKS FOR THE DECADES AHEAD.

M.E.G., MANAGEMENT EMPLOYEE GROUP OUTLOOKS.

Policy Development Office
THE GLOBAL ECONOMIC FUTURE AND THE THIRD WORLD.

Transportation Energy Management Program, ALTERNATIVE TRANSPORTATION FUELS, CURRENT AND FUTURE ISSUES.

Transportation Energy Management Program, TECHNOLOGY FOR OUR FUTURE.

Transportation Outlooks Office, ECONOMIC OUTLOOK FOR ONTARIO-IMPLICATIONS FOR MTC.

Transportation Outlooks Office, OUTLOOKS: CONTEMPORARY LIFESTYLES IN ONTARIO.

Transportation Outlooks Office, POLITICAL/INSTITUTIONAL OUTLOOKS.

Transportation Outlooks Office, SOCIO-ECONOMIC DEMOGRAPHIC TRENDS, FORECASTS AND OUTLOOKS - A REGIONAL PERSPECTIVE.

Transportation Outlooks Office, TRENDS, FAND OUTLOOKS: A REGIONAL PERSPECTIVE.

POSITION & PROSPECTS

Communications Program Committee, POSITION AND PROSPECTS

Municipal Transportation Program Committee, POSITION & PROSPECTS.

Provincial Highways Program Committee, POSITION & PROSPECTS.

Provincial Transportation Program Committee,
POSITION & PROSPECTS.

Resources Planning Committee,
POSITION & PROSPECTS.

Transportation Regulation Program Committee,
POSITION & PROSPECTS.

OTHER

Strategic Policy Committee,
STRATEGIC PLANNING GUIDELINES 1981-86.

Office of the Premier,
SPEECH FROM THE THRONE, March, 1971.

Strategic Policy Secretariat,
EXTERNAL FACTORS SUMMARY 1980-81 STRATEGIC PLANNING CYCLE

Highway Program Development Branch,
SYSTEMS STATUS REPORT.

POOR

QUALITY

ORIGINAL